

The Corporation of the City of Burlington

By-Law XX-2021

A by-law to amend Emergency and Continuity Management Program By-law 076-2020, as amended, being a by-law to provide for an Emergency and Continuity Management Program

File: 735-07 (BFD-01-21)

Whereas Section 2.1 of the Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 as amended (the Act) requires municipalities to develop and implement an emergency management program and adopt it by by-law; and

Whereas the Act requires the municipality to formulate an emergency plan to govern the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality shall by by-law adopt the emergency plan; and

Whereas it is deemed necessary to amend By-law 076-2020.

Now therefore the Council of The Corporation of the City of Burlington enacts as follows:

1. That under Appendix B, Corporate Emergency Response Plan Section 2, subsection 2.2.2 be amended to add Municipal Emergency Control Group (MECG) Member Job Title and corresponding Incident Management System Function.
2. The members of the Municipal Emergency Control Group (MECG) listed in Appendix B, Corporate Emergency Response Plan Section 2, subsection 2.2.2 be appointed by Council.
3. That under Appendix C, Terms of Reference, Emergency and Continuity Management Program Committee (ECMPC) composition be amended in accordance with the revised corporate organizational structure and all members listed appointed by council.
4. That under Appendix C, Terms of Reference, Emergency and Continuity Management Program Committee (ECMPC) Chair be appointed by council.
5. That Appendix B – Corporate Emergency Response Plan - Section 3 Annexes be amended to add a virtual emergency operations toolkit to:

Annex 5 – IMS Forms and Position Specific Handbook

6. That Appendix B – Corporate Emergency Response Plan – Section 3 Confidential Annex 4 be updated to include all appointed members of the Emergency Control Group and Emergency Operations Center support staff.

7. That in all other aspects, By-Law 076-2020, as amended, be and is hereby confirmed.

Enacted and passed this 17th day of February 2021

Mayor Marianne Meed Ward _____

City Clerk Kevin Arjoon _____



By-law 76-2020 APPENDIX A:
MUNICIPAL EMERGENCY AND CONTINUITY MANAGEMENT PROGRAM

1. INTRODUCTION

The Emergency Management and Civil Protection Act and Ontario Regulation 380/04 require municipalities to carry out specific activities annually to comply with legislated standards. This program sets up the elements of a continual improvement process to develop, implement, maintain and evaluate emergency management and continuity of operations programs that address Disaster Risk Reduction (DRR), preparedness, response and recovery that meet and exceed all the necessary requirements of Regulation 380/04. This approach includes a complete systematic process aimed at the continuity of the City of Burlington's functionality in all types, and through all phases, of disruptions utilizing a risk-based approach. The program is developed and updated using Canadian Standards Association (CSA) Z1600 as a benchmark for continual improvement. The program supports consistent and integrated implementation and operation within the City of Burlington's management system(s). The elements of the continual improvement process included herein consist of program management, planning, implementation, program evaluation, and management review.

2. PROGRAM MANAGEMENT

The City of Burlington (hereby referred to as the Corporation) Emergency and Continuity Management Program includes the following principles and components:

a) Program Administration

The Program is the Corporation's Emergency and Continuity Management Program, developed, implemented and updated in accordance with the Emergency Management and Civil Protection Act and Ontario Regulation 380/04. The content herein encompasses all elements of the program plan.

i. Program Committee

The Corporation will establish an Emergency Management Program Committee, members of which will provide strategic input in coordinating the development, implementation, evaluation, maintenance and continual improvement of the program.

ii. Goals, Objectives, and Performance Measures

The Corporation will establish program goals, objectives and performance measures annually, to be integrated into the city's overarching goals and objectives, in the form of a service business plan.

iii. Budget and Controls



The Corporation will establish a program budget allocated to the following program elements: disaster risk reduction, preparedness, response, and recovery efforts. The Corporation will develop financial procedures and controls to support the program before, during and after an emergency/disaster.

iv. Records Management

The Corporation will document and maintain logs and records of activities and decisions related to the Program and establish an effective records management process.

v. Program Review

The Program will be updated to respond to changes to applicable legislation, policies, regulatory requirements, directives, standards and codes of practice made at various levels of government and by other decision-making authorities as deemed necessary by the program committee.

b) Compliance with Laws and Authorities

The Corporation will ensure the program complies with applicable legislation, regulatory requirements, orders, directives, and policies.

3. PLANNING

a) Planning Process

The Corporation will assign a planning coordinator (the primary Community Emergency Management Coordinator - CEMC) to oversee the development, implementation, evaluation and maintenance of the emergency and continuity management program. The planning coordinator will work with the program committee to develop and document a municipal emergency response plan, hazard specific sub-plans and emergency operational procedures, including considerations for crisis and information management and business continuity / continuity of operations. The Corporation will include key stakeholders in the planning process where applicable and engage in such process on a regularly scheduled basis, or when the situation has changed in such a way that the existing plan(s) are put into question.

b) Common Plan Elements

The Corporation will establish plans that include a stated purpose, scope, and objectives. Plans will identify and assign the Corporation's internal

- i. Functional roles and responsibilities;
- ii. Lines of authority; and
- iii. Designated alternates.



Plans will identify external organizations with mutually agreed-to

- i. Functional roles and responsibilities; and
- ii. Lines of authority.

Plans will identify logistics support and resource requirements. Plans will identify the process for managing the communication and flow of information, both internally and externally. The Corporation will make appropriate sections of the plans available to those individuals or teams assigned specific tasks and responsibilities therein, and to other stakeholders as required. The plan will identify the process for maintenance.

c) Hazard Identification and Risk Assessment

The Corporation will identify and monitor the hazards that can have an impact on its operations and areas of responsibility. Hazards from the following three categories will be considered:

1. Natural,
2. Human Caused (Intentional), and
3. Technological.

The Corporation will conduct an annual risk assessment that will include risk identification, risk analysis and evaluation. The risk identification will encompass finding, recognizing, and describing risk sources that could disrupt the Corporation's products and services. The risk analysis will consider the causes and sources of risk, their positive and negative consequences, and the likelihood of those consequences, should they occur, on business operations, community, associated stakeholders, related infrastructure, and the environment. The risk evaluation will compare the risk analysis with internal and external risk criteria to determine whether the risk impact or its likelihood is acceptable or tolerable to the Corporation.

The Hazard Identification and Risk Assessment results will serve as the foundational component driving all hazard specific sub-plan elements and emergency operational procedures.

d) Business Impact Analysis (BIA)

The Corporation will perform a Business Impact Analysis to evaluate the potential impact, damage, or loss over time, which might be experienced as a result of a disruption of its activities supporting the Corporation's products and services and will identify dependencies. The Corporation will identify its critical activities and set prioritized timeframes for resuming its activities at a specified minimum acceptable level, taking into consideration the time within which the impacts of not resuming them would be unacceptable (establishing a maximum tolerable period of disruption).

The Corporation will identify supporting resources required to attain recovery time objectives and to sustain critical activities (including people, facilities, suppliers and technology).

e) Critical Infrastructure Identification

The Corporation will identify Critical Infrastructure (CI) within the city boundaries in order to manage risks, reduce vulnerabilities and strengthen the resilience of critical infrastructure across the ten CI sectors defined by Public Safety Canada (PSC):

- i. **Health** – healthcare and public health sector facilities
- ii. **Food** – production, distribution and retail
- iii. **Finance** – depository institutions, providers of investment products, insurance companies, other credit and financing organizations, and the providers of the critical financial utilities and services that support these functions
- iv. **Water** – public drinking water, waste water
- v. **Information and Communication Technology** – telecommunications
- vi. **Safety** – security and intelligence
- vii. **Energy and utilities** – electricity, oil, and natural gas
- viii. **Manufacturing** – basic chemicals, specialty chemicals, agricultural chemicals, pharmaceuticals, consumer products; primary metals, machinery, electrical equipment, appliance and component, and transportation equipment manufacturing
- ix. **Government** – educational facilities, institutions of higher education, and business and trade schools, government owned facilities
- x. **Transportation** – pipeline systems, freight rail, mass transit and passenger rail, highway and motor carrier, aviation, postal and shipping

The Corporation will use this information to develop procedures under the Emergency and Continuity Management Program with the following objectives in mind:

- i. To build partnerships – to support and enhance CI resiliency;
- ii. Implement an all-hazards risk management approach – promotes the application of risk management and sound business continuity planning; and
- iii. Advance the timely sharing and protection of information among partners and key stakeholders.

f) Strategies

The Corporation will develop and maintain strategies based on the information obtained from the hazard assessment and risk assessment and the business impact analysis with a focus on

- i. disaster risk reduction (incident prevention and strategies to mitigate, limit, or control the consequences, extent, or severity of an incident);

- ii. strategies to prepare effective response, continuity and recovery operations;
- iii. strategies to respond to incidents that threaten people, property, the environment, and/or the continuity of operations;
- iv. strategies to continue critical activities;
- v. strategies to recover to an acceptable level;
- vi. strategies for effective communication throughout the components of the program; and
- vii. strategies for competency-based training and education.

4. IMPLEMENTATION

i. Disaster Risk Reduction

The Corporation will implement strategies, plans and procedures which aim to prevent an incident, including short-term and long-term measures to avoid incidents or stop them from occurring. The Corporation will implement strategies to limit or control the consequences, extent, or severity of an incident that cannot be reasonably prevented. Mitigation plans will include short-term and long-term procedures and actions to limit or control the consequences, extent, or severity of an incident that cannot be reasonably prevented.

ii. Preparedness

The Corporation will implement strategies and activities to prepare for and respond to incidents that threaten people, property, the environment, and/or continuity of operations.

i. Incident Management System (IMS)

To manage an incident, the Corporation will establish:

- A primary and alternative Emergency Operations Centre(s) (EOCs) able to manage continuity, response and recovery operations; and
- An incident management system to direct, control and coordinate response, continuity, and recovery activities. The incident management system will assign specific organizational hierarchy, roles, titles and responsibilities for each incident management function, and procedures for coordinating response, continuity and recovery activities.

ii. Emergency Communication and Warning

The Emergency Response and Information Management System will include the setup of:



- Telecommunications and other communications systems that are regularly tested. Consideration will be given to the need for redundancy, interoperability, and security of communications systems;
- Emergency communication and warning systems to alert people who may be impacted by an actual or impending emergency and to advise the public of threats to people, property, and the environment, either directly, or through authorized agencies, will be developed and periodically tested; and
- Communication procedures inclusive of protective action guidelines for emergencies where potentially impacted populations can be advised to shelter-in-place, evacuate or take any other actions as directed.

The Corporation will establish and maintain procedures to provide emergency information that includes the following:

- A central point of contact for the media;
- Procedures to gather, monitor, and disseminate emergency information;
- Pre-scripted information bulletins;
- Procedures to coordinate and approve information for release;
- Procedures to communicate with special needs populations; and
- Protective action guidelines for shelter-in-place and evacuation.

The Corporation will establish and maintain the capability to provide crisis information through enhanced communications with all stakeholders during an incident. The Corporation will develop emergency communication and warning capability to advise the affected populations of hazards and threats to people, property, the environment, and/or the continuity of services either directly, indirectly, or through authorized agencies.

iii. Public Awareness and Education

The Corporation will develop and implement public awareness and education programs where the public is potentially impacted by an incident.

iv. Training and Exercises

The Corporation will develop, implement and maintain or provide a competency-based training and educational curriculum to support the program. The objective of the curriculum will be to create awareness and enhance the skills required to develop, implement and execute the program. Exercises will be designed to test individual essential elements, interrelated elements, or the entire plan(s). Evaluations will be based on post-incident analyses and reports, lessons learned and performance evaluations. Procedures will be established to correct and improve on any areas identified during evaluation. Training records will be maintained.

v. Business Continuity / Continuity of Operations



The Corporation will implement documented plan(s) that detail how the city will manage a disruptive event and how it will recover or maintain its critical activities to a predetermined level, based on management approval. The Corporation will develop, maintain, and exercise information technology (IT) disaster recovery plans for the recovery of technology used to support essential municipal operations.

The Corporation will implement a decentralized approach to business continuity in order to maintain business continuity ownership at a foundational level and to ensure standards are mandated and every department appoints a central agent as a resource for plan administration, education, workshops and templates. Each department will:

- i. Develop and validate business continuity plans;
- ii. Update their plans on an annual basis or more frequently if a significant operational change occurred in the interim; and
- iii. Appoint a representative to sit on the Continuity of Operations Planning (COOP) Committee.

The Corporation will establish a continuity management structure (operations recovery group within the crisis management team) that provides for capabilities to:

- i. Confirm the nature and extent of an incident;
- ii. Implement appropriate actions;
- iii. Have processes and procedures for the activation, operation, coordination, and communication of continuity strategies and plans;
- iv. Have resources available to support the processes and procedures to manage an incident; and
- v. Communicate with stakeholders.

5. RESPONSE

The Corporation will implement Emergency Operational Procedures (EOPs) to support the activation and execution of the Corporate Emergency Response Plan (CERP) and / or the Corporate Continuity of Governance and Operations Plan (COGOP), along with hazard specific sub-plans.

a) Situation Analysis

The Corporation will implement procedures to conduct a situational analysis that includes a damage and impact assessment and identification of the resources needed to support and manage emergency and continuity operations.

b) Continuity

The Corporation will implement procedures to allow for continuity and mitigation activities to be carried out concurrently during response.



c) Transfer of Leadership

The Corporation will implement procedures to allow for transfer of leadership during an incident.

d) Communications / Emergency Information

The Corporation will provide communications and emergency information during a response by implementing the systems and procedures developed during the preparedness phase and as documented in the response plan(s).

e) Public Awareness

The Corporation will evaluate, and if required, modify public awareness and public education programs based on incident specific information.

6. RECOVERY AND REHABILITATION

The Corporation will develop and implement a recovery and rehabilitation plan to support short-term and long-term priorities for recovery of functions, services, resources, facilities, programs and infrastructure. The recovery and rehabilitation plan will be based on the results of the hazard identification and risk assessment, the business impact analysis, continuity of operations strategies, program constraints, operational experience, and ongoing cost-benefit-analysis. The recovery and rehabilitation plan will include measures to reduce vulnerability of the Corporation prior to and during the recovery period.

a) Resource Management

The Corporation will implement resource management procedures to ensure that adequate human, physical, financial, and information resources are provided. The Corporation will implement mutual aid, mutual assistance, reciprocal, and/or service level agreements as required.

b) Facilities

The Corporation will establish primary and alternative Emergency Operations Centers (EOCs) and alternate work locations (physical or virtual), capable of supporting the management of emergency and continuity response operations.

c) Recovery and Rehabilitation Procedures



The Corporation will execute procedures to restore and return operations from the temporary measures adopted during an incident to support normal business/operations requirements after an incident.

d) Recovery Assessment

The Corporation will identify and assess emerging risk/hazard, incident impact, and capability assessment responsibilities and processes.

e) Communications

The Corporation will provide communications during the recovery phase of a response by implementing the systems and procedures developed during the preparedness phase and as documented in the recovery plans.

f) Re-evaluation

The Corporation will re-evaluate the recovery plans and strategies to ensure that disaster risk reduction strategies remain valid and effective.

g) Restoration

The Corporation will provide recovery plans for short-term and long-term priorities for restoration of functions, services, resources, facilities, programs, and infrastructure.

7. MANAGEMENT REVIEW

Senior management will review and advise on continual program improvement through participation on the Emergency Management Program Committee (EMPC), as required by the Emergency Management and Civil Protection Act, which consists of representatives from city municipal services and agencies, or designated alternates. The Community Emergency Management Coordinator (CEMC) or alternate will chair the EMPC. The EMPC will assess opportunities to continually improve the program and will conduct an annual review of the program, incorporating ongoing analysis and evaluation, as well as corrective action planning and review.



By-law 76-2020 APPENDIX B: MUNICIPAL EMERGENCY RESPONSE PLAN

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1. INTRODUCTION

The introduction section of the plan is designated to provide the City of Burlington employees with basic information about the plan and the departmental entities covered.

1.1. Purpose and Scope

The purpose of the Corporate Emergency Response Plan (CERP) provides the framework of how the City of Burlington will respond to, mitigate the impact of and recover from an emergency/disaster. It describes the legal authorities, Concept of Operations (COP) and functional roles and responsibilities that would be employed during an emergency/disaster.

The CERP was developed to provide necessary information to facilitate the effective co-ordination of human and physical resources, services and activities necessary to:

1. Protect and preserve life and property;
2. Minimize and/or mitigate the effects of the emergency/disaster on residents and physical infrastructure of the City of Burlington; and
3. Quickly and efficiently enable the recovery and return of normal services.

The CERP also affords provision for the efficient administration, coordination and implementation of extraordinary arrangements and response measures taken by the City of Burlington to protect the health, safety and welfare of the residents of Burlington during any emergency/disaster by:

1. Identifying the governance structure for emergency response within the City of Burlington;
2. Identifying roles and responsibilities required in mitigating against, preparing for, responding to and recovering from emergencies and disasters;
3. Identifying standard response goals for emergency response operations and decision making; and
4. Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

The annexes are designed to provide key supporting information for conducting emergency response actions under the Core Plan.

The CERP encompasses the initial emergency/disaster assessment and activation decision tree phase.

1.2. Definition of a Crisis/Emergency/Disaster

Many standards refer to a crisis as a *'critical event or point of decision which, if not handled in an appropriate and timely manner (or if not handled at all), may turn into a disaster or catastrophe.'*

Emergencies and disasters are distinct from the normal daily operations carried out by municipal first response agencies and City Municipal services.

The Emergency Management and Civil Protection Act defines an emergency as:

'A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.'

The United Nations Office for Disaster Risk Reduction (UNISDR) defines a disaster as:

‘a serious disruption of the functioning of a community or society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community of society to cope with using its own resources.’

1.3. Document Format

The CERP has been specifically organized in a modular format to ensure that new or updated information can be easily incorporated. As such, there are three primary sections that, together, comprise the CERP:

1. Introduction
2. Core Plan (Concept of Operations)
3. Annexes

The introduction includes basic information that describes the purpose and scope of the CERP, documents the legal authority for the CERP, crosswalks the CERP’s relationship to relevant legislation and best practices and documents how the CERP is amended.

The Core Plan describes the fundamental components of the initial assessment, activation, and mobilization of resources in the event of an emergency/disaster within the City of Burlington.

The annexes following the Core Plan provide additional information as referenced in other sections of the CERP.

1.4. Applicable Legislation/Best Practices

The CERP has been prepared in general accordance with the regulatory requirements for emergency planning as outlined below:

Regulatory Body	Governing Legislation or Best Practice
Ministry of the Solicitor General	Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 – Section 3 – Municipal Response Plan

Ministry of the Solicitor General	Regulation 380/04 – Part II Municipal Standards
Canadian Standards Association	CSA Z1600 2017 – Standard on Emergency and Continuity Management
United Nations Office for Disaster Risk Reduction (UNISDR)	Sendai Framework

***Declaration of a municipal emergency will be completed in accordance with provincial requirements and is detailed in Confidential Annex 3.**

1.5. Legal Authorities

The legislation under which the municipality and its employees are authorized to respond to an emergency is listed below:

- The Emergency Management and Civil Protection Act, R. S. O. 1990, c.E.9, as amended (the “Act”)
- The City of Burlington Emergency Management Program By-Law [076-2020](#)

1.6. Plan Custodian

The CERP will be maintained and updated by the Community Emergency Management Coordinator (CEMC) and/or alternate in consultation with the Emergency Management Program Committee (EMPC). Updates will be presented and approved by Council.

1.7. Department Identification Information

Each municipal department will develop and maintain their own Emergency Operations Procedure (EOP) that are outlined in the table below. All departments within City Hall and Sims Square will develop one EOP for each location. The CEMC will provide the template(s) and guidance tools to assist in the development thereof.

***The department EOPs will be made available through each custodian and is specific to department emergency protocols.**



Department Name	EOP Custodian
Fire Department	Deputy Fire Chief
Information Technology Services (City Hall EOP)	Manager, IT Infrastructure and Operations
City Managers Office (City Hall EOP)	Office Administrator, City Managers Office
Engineering Services (City Hall EOP)	Director, Engineering Services
Roads, Parks, Forestry	Manager, Business Services
Service Burlington (City Hall EOP)	Manager, Customer Experience
Human Resources (Sims Square EOP)	Executive Director, Human Resources
Recreation, Community and Culture (City Hall EOP)	Director, Recreation, Community and Culture
Transit	Manager, Transit Operations
Legal Services & Corporation Counsel (Sims Square EOP)	Executive Director of Legal Services & Corporation Counsel
Finance (Sims Square EOP)	Controller and Manager of Financial Services
Community Planning (City Hall EOP)	Director, Community Planning
Building and By Law (City Hall EOP)	Chief Building Official Director, Building and By-law Department
Transportation Services	Director, Transportation Services

1.8. Plan Structure

This CERP has been organized in a modular framework. The plan structure ensures minimal duplication between emergency plans and departmental EOPs incorporating a combination of pre-existing emergency plan documentation and existing EOPs into the



modular format. The plan structure is interconnected through the following three primary sections:

1. Introduction
2. Concept of Operations (Core Plan)
3. Annexes

The Core Plan contains an overview of Emergency Response Procedures and information that is consistent with City of Burlington operations. Specific hazard information, internal protocols and contact information will also be found in the appropriate annexes.

2. CORE PLAN

The Concept of Operations (also known as the Core Plan) is intended to reflect the essential steps necessary to initiate, conduct, and terminate an emergency/disaster response action. The Core Plan provides information that is time critical in the earliest stages of a response and serves as a framework to guide departments and agencies through key steps necessary to mount an effective response. The Core Plan outlines the City of Burlington's overall approach to the CERP following the wake of an emergency/disaster where a situation or impending situation constitutes a danger of major proportions and/or a serious disruption of daily operations exceeds the ability of the municipality to cope with using its own resources.

2.1 Discovery

This section addresses the initial assessment criteria and response action(s) the person(s) discovering the emergency/disaster will take to assess the problem at hand and initiate appropriate notification and response protocols. Recognition, basic assessment, source control (as appropriate) and initial notification of proper personnel is addressed and is contextualized further in each Department EOP.

IMPORTANT!

Report all emergencies that are beyond the response capability of the department to:

Your immediate supervisor/manager
&

The Community Emergency Management Coordinator
cemc@burlington.ca 289-208-3681

Once you have identified that an incident has occurred, and is beyond your control, remember:

1. **SAFETY:** Protect yourself
2. **ISOLATE:** Control access to protect employees and the public
3. **NOTIFY:** Contact the CEMC and your supervisor/manager

2.1.1 Initial Assessment

The following matrix is the initial assessment matrix for classifying a level of emergency pertaining to the ongoing monitoring of potential crisis/emergency events that may escalate to a disaster.

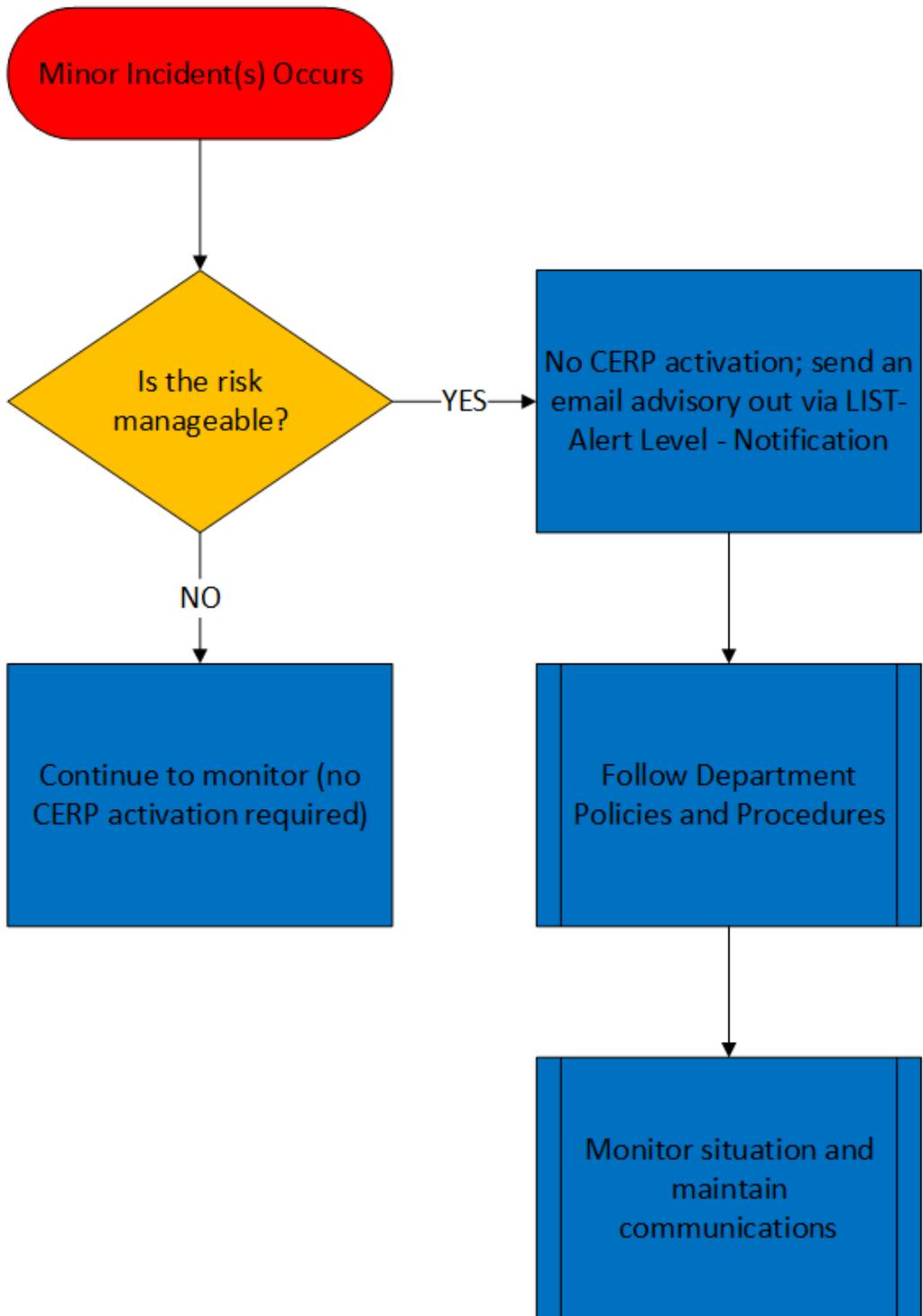
Level of Activation	Personnel Monitoring / Call Out List	Activation Triggers	Risk Level
Alert Level	COB Emergency Management (CEMC & EM staff); H&S Coordinators; Corporate Comms. (Management); Regional EM Group <i>(to receive routine monitoring updates from our neighboring agencies)</i>	<ul style="list-style-type: none"> ✓ Local weather advisories ✓ Minor traffic/transit disruptions (pulled from BT alerts) ✓ MTO Compass Alerts 	Very Low – Manageable – has no immediate impact on service operations or resources
Level 1 – Enhanced Monitoring	City Manager; CEMC & EM Staff; CBO and Deputy CBO's; RPF – Management; Engineering Services – Management; Transit – Management; Transportation – Management; BFD – Management; Burlington Hydro – CEO & VP; Recreation, Community & Culture – Management; Corporate Communications & Engagement – Management; ITS – Management; HR / H&S – Coordinators; Region EM Group	<ul style="list-style-type: none"> ✓ Isolated / localized incident that may impact more than one department; <li style="text-align: center;">OR ✓ Isolated / localized incident (s) that may result in a disruption to one or more service line 	Low – Disruptive Impacts a small subset of essential services or a broad range of essential services for a short period of time or has no immediate impact but impacts will grow if not addressed in a timely manner
Level 2 – Partial Activation	Crisis Management Team (CMT) 1,2 Region EM Group CMT Operations Recovery Group 1,2	<ul style="list-style-type: none"> ✓ Issue(s) identified that if unchecked or unresolved, may lead to a Crisis; and/or ✓ Crisis Communications Plan needs to be activated ✓ A Corporate/Department Impact Disaster occurs either as a standalone 	Medium – Issue/Crisis Management and/or Disaster Management An event, procedure, practice or action that may trigger a crisis community centric (public facing) and /

		<p>incident or in addition to the ongoing Crisis</p> <ul style="list-style-type: none"> - Incident > RTO; - Impacts are extensive and outside of control; and/or - A need to activate the Continuity of Governance and Operations Plan (COGOP) exists or any Departmental COOP(s) 	<p>or a corporate /department impact disaster that occurs (internal facing with service line impact(s))</p>
<p>Level 3 – Full Activation</p>	<p>Emergency Control Group (ECG) 1,2</p> <p>Region EM Group</p>	<ul style="list-style-type: none"> ✓ Multiple City resources are required to manage or mitigate the effects of the emergency event ✓ Regularly scheduled Municipal programs and operations have been suspended or altered due to the emergency event impacts ✓ Full activation response activities need to be supported by most Municipal departments and external stakeholders, including Halton Region 	<p>High – Crisis – Mission Critical</p> <p>Impacts the ability for the Corporation and/or Department or other service areas to deliver essential services and/or impacts the community on a large scale</p>

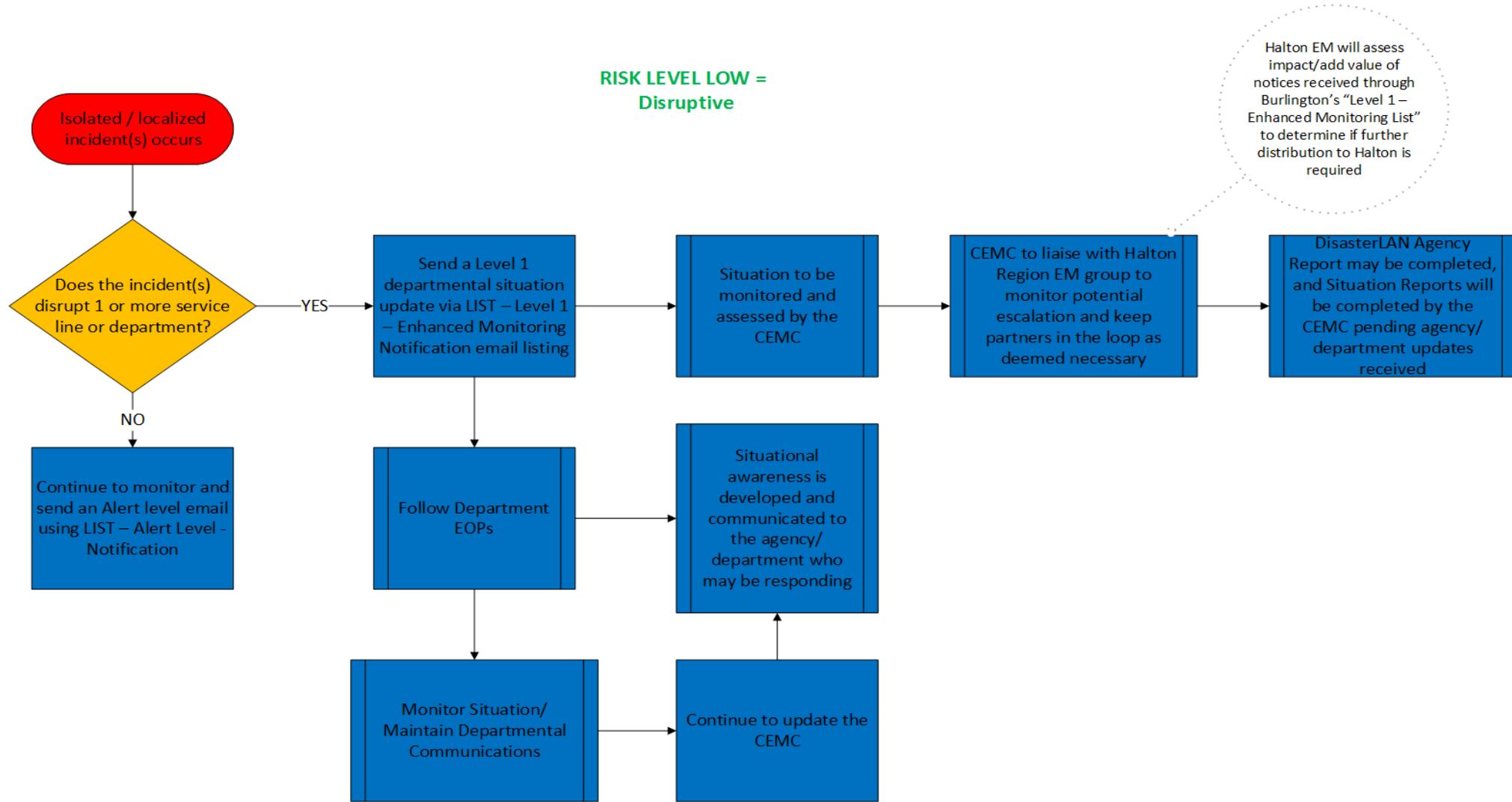
2.1.2 Implementation – Tiered Plan Activation Protocols

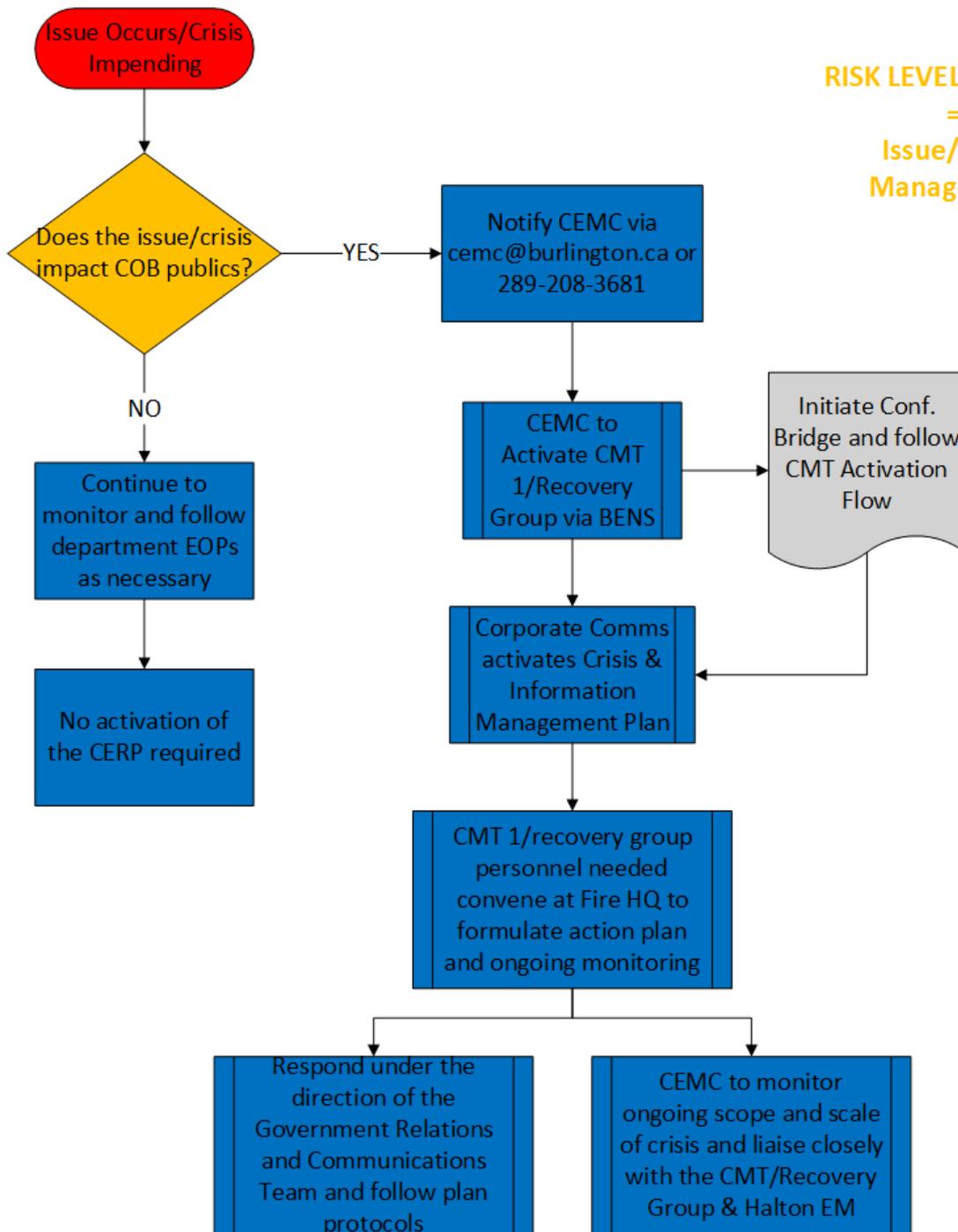
The following decision trees are based on a tiered plan activation protocol that is driven by the risk level identified. The tiered approach ensures plan activation scalability and flexibility in critical incident response is achieved.

**RISK LEVEL VERY
LOW =
Manageable**

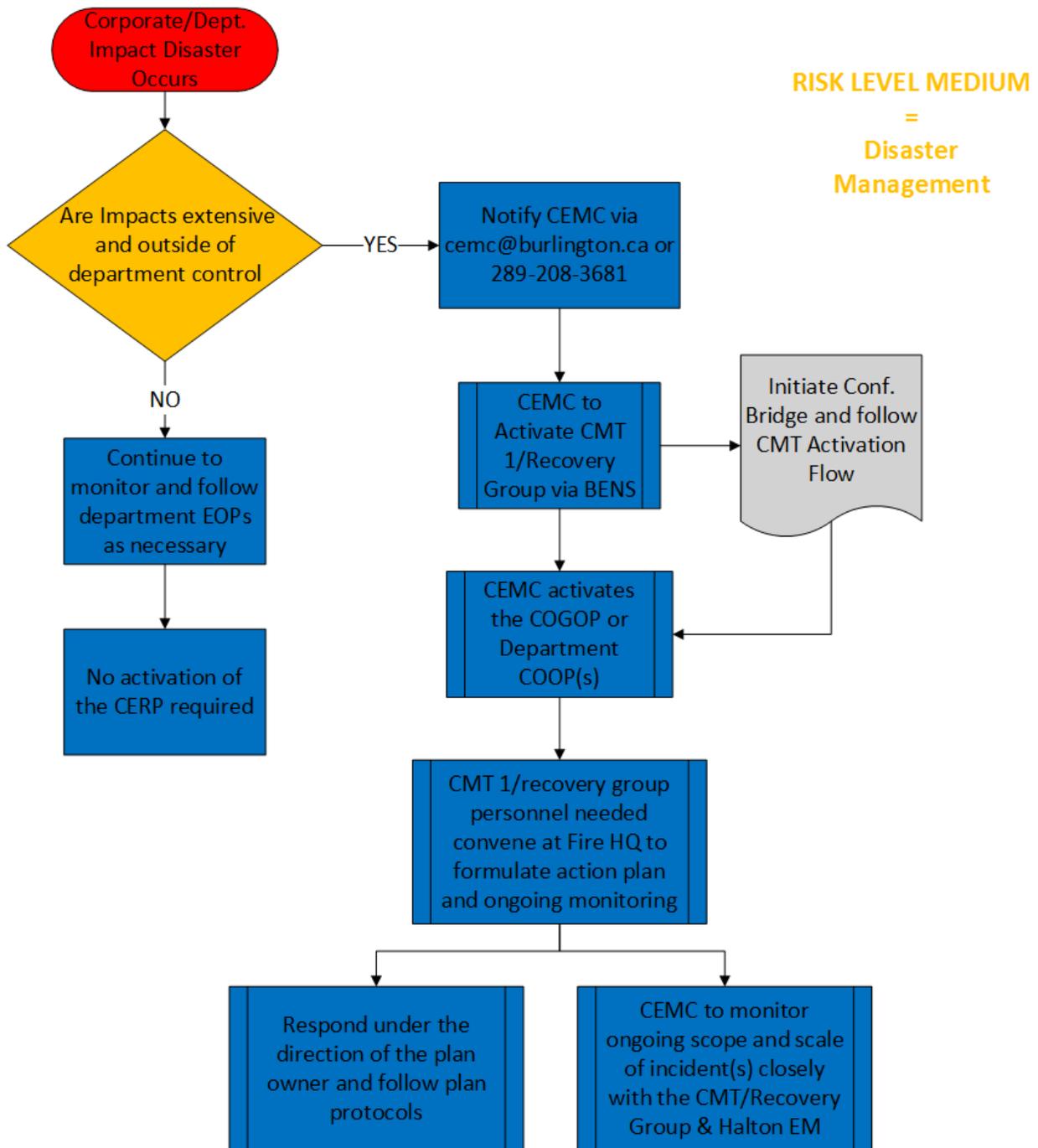


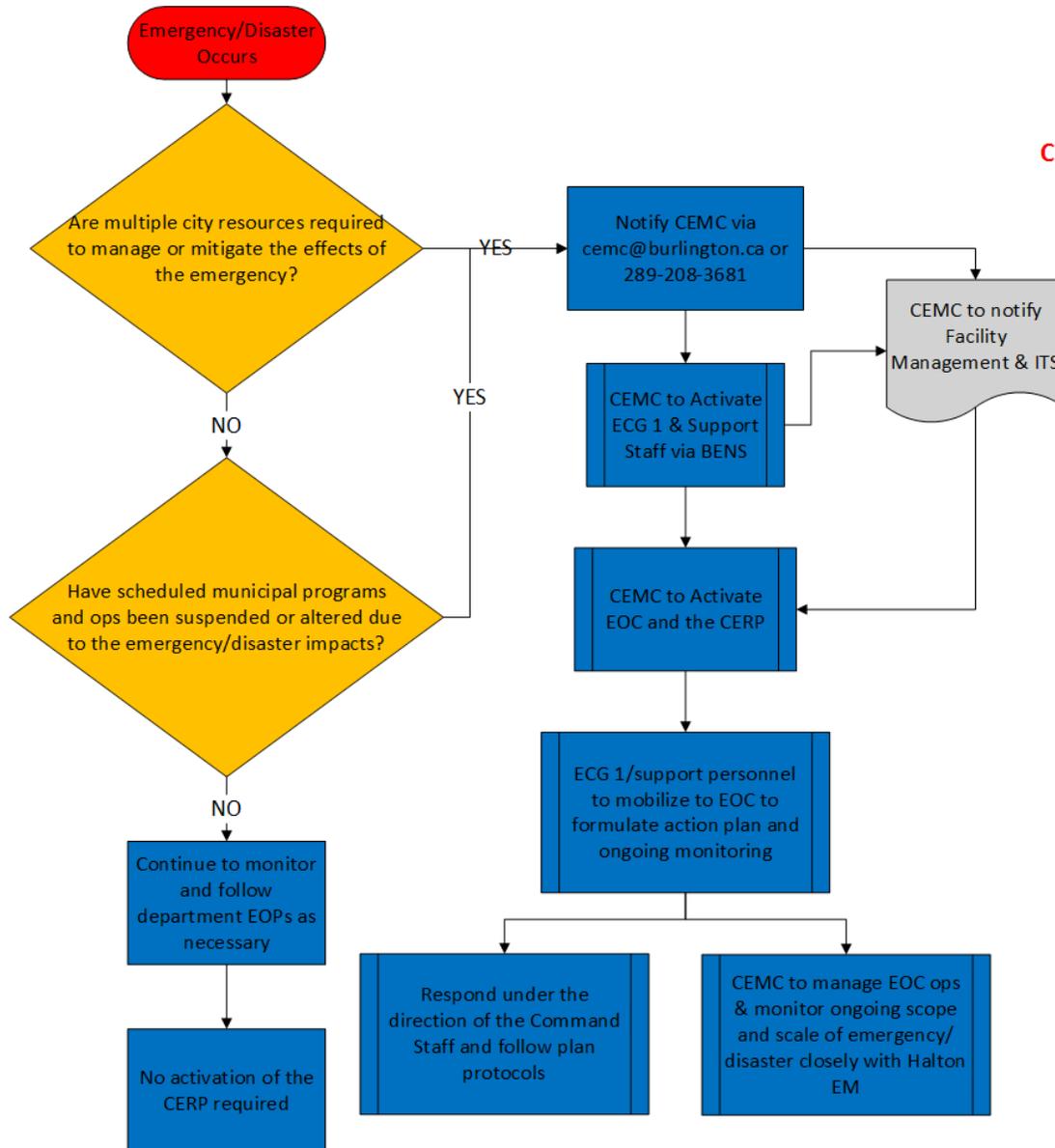
RISK LEVEL LOW = Disruptive





RISK LEVEL MEDIUM
 =
Issue/Crisis Management





**RISK LEVEL HIGH =
Crisis – Mission Critical**

2.1.3 PLAN ACTIVATION

The CERP can be implemented as soon as a Level 2 (pending forecasted increased magnitude) or a Level 3 emergency/disaster occurs, or is expected to occur, which is of such magnitude as to warrant its implementation. An official declaration of an “Emergency” does not have to be made for this Plan to be implemented to protect the lives and property of the inhabitants of the City of Burlington.

When an emergency/disaster has been confirmed, but formal declaration of emergency has not yet been declared, the City of Burlington employees and first responders may take such action(s) under the authority of this Plan and their respective legislated authorities to protect lives, property and the impacted environment.

CITY OF BURLINGTON EMERGENCY OPERATIONS CENTER (EOC) NOTIFICATION SYSTEM - (FAN OUT)

The CEMC and alternate(s) have the authority to implement the Plan through the municipal emergency response management system.

All notifications are received by each member of the Emergency Control Group and EOC support staff. All notifications will be sent through using the following methods of communication:

1. Office Line
2. Cell Phone
3. Home Phone (if provided)
4. COB Email

All members of the ECG and support staff will receive an initial warning notification that an emergency/disaster has been reported and the group is then placed on stand-by. This allows for ECG members and support staff to coordinate personal logistics prior to mobilizing to the EOC for the initial operational period.

A second notification will be sent through instructing members of the ECG and support staff to mobilize to the EOC and assume position specific responsibilities for the next twelve (12) hours until stand down triggers are identified and/or the

next operational period begins, and the second ECG members and support staff are notified to respond and assume transfer or position.

2.1.4 DECLARATION OF AN EMERGENCY

The Mayor or Acting Mayor, as Head of the Council, is responsible for declaring that an emergency exists within the boundaries of the City of Burlington. In declaring an emergency, the Head of Council will identify the geographical boundaries of the emergency/disaster area. The decision whether to declare an emergency and the designation of geographical boundaries of the emergency/disaster area will be made on the recommendation of the CEMC and the EOC Director.

The Head of Council, the EOC Director and the CEMC will ensure that all personnel and Supporting Agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in Burlington, the Head of the Council will notify:

1. The Ministry of Community Safety and Correctional Services and Office of the Fire Marshal and Emergency Management (OFMEM) by email and fax, through the Provincial Emergency Operations Centre (PEOC);
2. Members of Burlington City Council; and
3. The Regional Chairperson of the Regional Municipality of Halton.

The following may also be notified of a declaration of emergency:

4. Local Member(s) of Provincial Parliament (MPPs);
5. Local Member(s) of Federal Parliament (MPs);
6. Local media; and
7. The public.

***For the Declaration of Emergency Procedure, refer to Confidential Annex 3.**

2.2 Initial Response

Initial response will vary significantly depending on the magnitude of the incident. Most minor incidents (alert level or level 1) will not necessitate the execution of all activities described in this part.

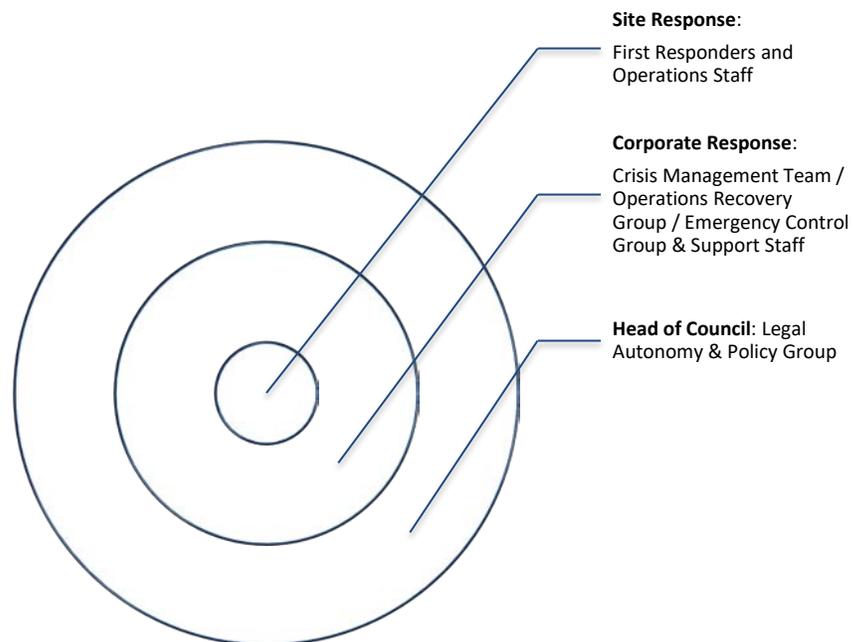
2.2.1 Incident Management System – Establishing Organizational Control

This part describes the Ontario's Incident Management System (IMS) which is a system for emergency response management and the Unified Command System, which brings together, as partners, all response organization to work cooperatively to resolve the emergency/disaster.

The City of Burlington and its CERP adopts the principles of the Ontario Incident Management System (IMS). The IMS can be used in any size or type of emergency to manage response personnel, facilities and equipment. IMS principles include the use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities and comprehensive resource management. The basic functional modules of the IMS (Command, Operations, Planning, Logistics and Finance & Administration) can be expanded or contracted to meet requirements as an emergency/disaster progresses.

2.2.2 City of Burlington – Incident Management System Organization

There are multiple response areas to any type of emergency or impending disaster within the City of Burlington. The response areas employed are pending scope and scale of emergency.



Site Response:

The emergency responders at the site or sites of the emergency/disaster provide tactical response to the emergency/disaster as they attempt to mitigate its effects and bring the emergency/disaster under control.

Two-Tiered Corporate Response:

The Crisis Management Team (CMT) / Operations Recovery Group is responsible for the provision of advice and the activation of the following plans pending scope and scale of an issue/crisis whereby a disruptive and unexpected event(s) that threatens to harm the municipality or its stakeholders is evident:

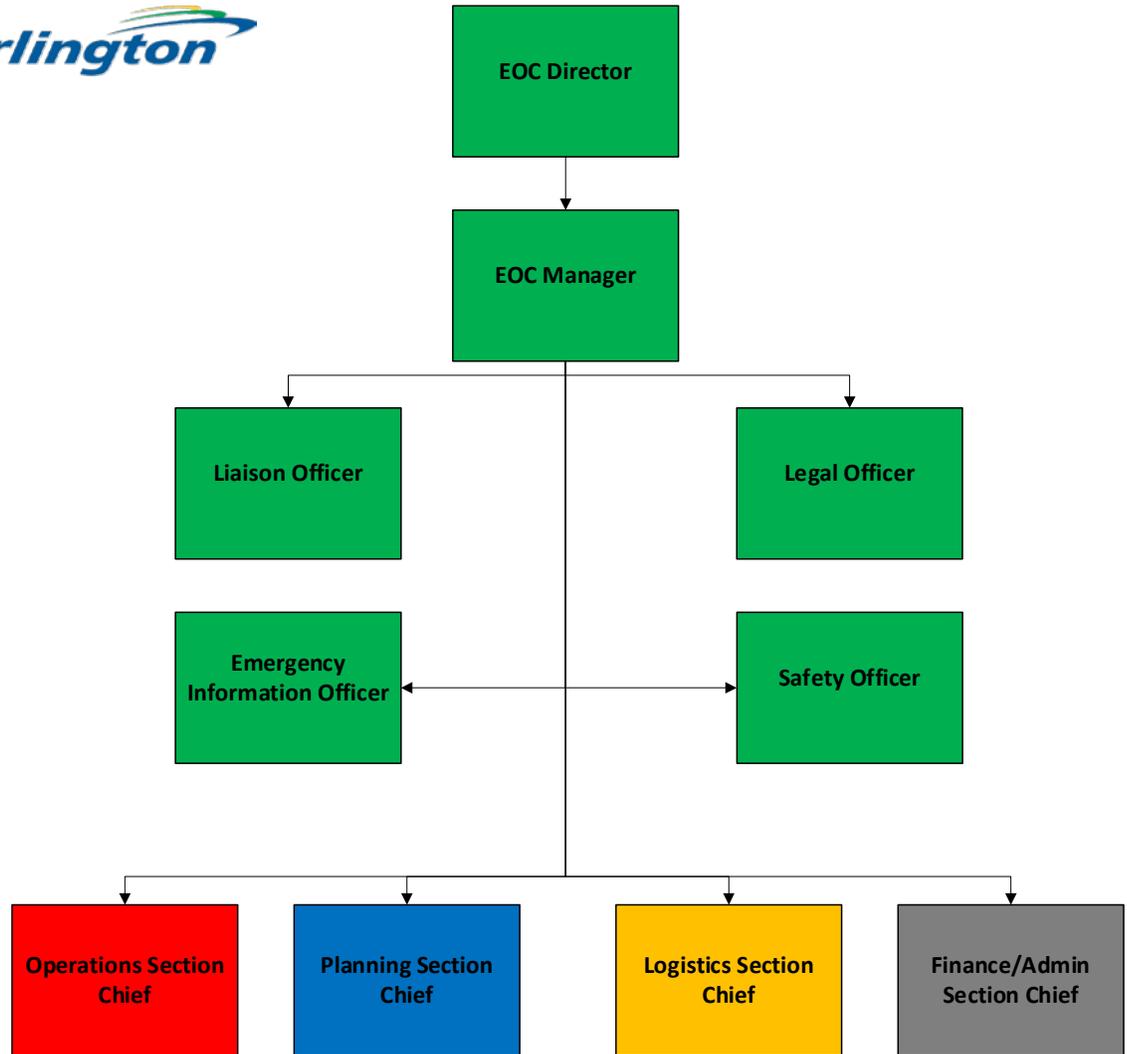
1. Crisis and Information Management Plan;
2. Corporate Continuity of Governance and Operations Plan; and/or
3. Disaster Recovery Plan (ITS).

The Emergency Control Group (ECG):

The primary responsibility of the ECG is to provide for the overall management and coordination of site support activities and consequence management issues. It is the responsibility of the ECG to ensure that response priorities are established, and that planning, and response activities are coordinated, both between sections within the Emergency Operations Centre (EOC) and between sites and other EOCs.

The ECG configuration is provided below:

Emergency Control Group



***A listing of the Emergency Control Group and all support staff job titles, EOC position and contact information is detailed in Confidential Annex 4.**

Emergency Control Group Member Job Title and Name	Emergency Control Group Member IMS Function
City Manager	EOC Director
Executive Director EICS	EOC Director
Primary CEMC	EOC Manager
Fire Chief / Alternate CEMC	EOC Manager

Director, Corporate Communications and Engagement	Liaison Officer (LO)
Government Relations Manager	Liaison Officer (LO)
Manager of Communications	Emergency Information Officer (EIO)
Communications Advisor	Emergency Information Officer (EIO)
Health and Safety Coordinator	Safety Officer (SO)
Health and Safety Associate	Safety Officer (SO)
Executive Director Legal Services & Corporation Counsel	Legal Officer
Assistant City Solicitor	Legal Officer
Deputy Fire Chief	Operations Section Chief
Deputy Fire Chief	Operations Section Chief
Executive Director, Strategy, Risk & Accountability	Planning Section Chief
Manager, Strategy and Policy	Planning Section Chief
Director, Burlington Transit	Logistics Section Chief
Executive Director, CPRM	Logistics Section Chief
Director, Finance	Finance and Admin Section Chief
Controller and Manager, Financial Services	Finance and Admin Section Chief

Head of Council:

The Head of Council (HOC) has the power under the Emergency and Civil Protection Act to declare or terminate a state of emergency. The HOC is the Mayor during an emergency notification or declared emergency, though may be the Acting HOC for relief of the Mayor in an extended emergency or during any period of absence, inability or refusal of the Mayor to act as HOC or where the Office of Mayor is vacant. The HOC would have all the powers set out in the Act and Emergency Plan for purposes of an emergency and declared emergency.

The Incident Management System divides an emergency response into five manageable functions that are essential for emergency response operations:

1. Command;
2. Operations;
3. Planning;
4. Logistics; and
5. Finance/Administration.

These five major management functions are the foundation upon which the IMS organization develops. They apply for handling a routine emergency, organizing a major event, or managing a major response to an emergency/disaster. The IMS provides maximum flexibility to activate as many positions within the functional areas as are necessary to handle the magnitude of an incident.

On small incidents, one, or all, of the five major functions may be managed by the Incident Commander (IC). Large incidents usually require that each function be set up as a separate section within the system. There is no one “best” way to organize, thus the City of Burlington should adapt to meet the needs of the incident.

INCIDENT COMMANDER (SITE):

The Incident Commander at site is responsible for and/or has the authority to:

1. Establish a Unified Command structure for the purpose of information sharing, establishing objectives regarding emergency site management and prioritizing resources where applicable between the responding agency Incident Commander(s);
2. Designate an emergency site media coordinator;
3. Implement the strategy established by the ECG at the emergency site(s), if required;
4. Ensure that responding agencies make available the human and material resources that are required at the emergency site;
5. Maintain a communication link with the ECG for the flow of information regarding the management of the emergency site;
6. Maintain a record of events, decisions made, and actions taken as Incident Commander;
7. Participate in a debriefing with ECG regarding the emergency, if required; and
8. Assist the CEMC in creating an after-action report post emergency/disaster.

EMERGENCY CONTROL GROUP

The EOC Command Staff consists of the following positions:

- EOC Director
- EOC Manager
- Emergency Information Officer
- Safety Officer
- Liaison Officer
- **Legal Officer**

The EOC General Staff may as needed consist of the following positions:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

EOC DIRECTOR – PRIMARY RESPONSIBILITIES

1. Exercise overall executive management responsibility for the coordination between emergency response and supporting agencies in the Emergency Operations Centre (EOC).
2. Oversee the establishment of the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
3. Ensure that inter-agency coordination is accomplished effectively within the EOC.
4. Direct, in consultation with the Emergency Information Officer (EIO), appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
5. Liaise with Executive Group and / or Elected Officials.
6. Ensure risk management principles and procedures are applied for all EOC activities.

EOC Manager – Primary Responsibilities

1. Undertake special assignments at the request of the EOC Director.
2. Ensure the efficient and effective flow of information within the EOC.
3. Ensure resource requests are prioritized and tracked.

4. Support EOC management by communicating executive direction and action priorities to all staff.
5. Coordinate internal functions of EOC for effective operational capability.
6. Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.
7. Facilitate shift change briefings and operational debriefings.

***For the City of Burlington EOC position specific responsibilities refer to Annex 5.**

2.2.3 Response Objectives

This part identifies the City of Burlington's response priorities.

All City of Burlington employees that are a part of the ECG and support staff in conjunction with first responders and field operations, must understand their role at an emergency/disaster is to work with all responding organizations to bring the emergency/disaster to a safe conclusion and continue to work with the community to rehabilitate/restore the impacted environment (both physical and socio-economic). City of Burlington personnel will manage their own resources, while striving to interact and cooperate effectively with other responding entities through the principles of the IMS / Unified Command.

The City of Burlington response priorities are:

- Immediate life safety;
- Health of affected persons;
- Protection of public, property and the environment; and
- Continuity of Operations.

2.3 Sustained Actions

This part describes the process of transition from the initial emergency/disaster stage to the sustained action stage involving more prolonged mitigation and recovery actions. This includes transferring command, shift rotations and obtaining logistical support.

Almost every emergency/disaster will require that activity transition from the initial emergency response stage to the sustained action stage involving more prolonged

mitigation and recovery actions. When this occurs, it is often necessary to provide shift rotations to relieve the ECG and support staff.

2.3.1 Transfer of Command and ECG Personnel

Transfer of command and ECG personnel may only take place at the end of the operational period (maximum 12 hours). Prior to command transfer, the EOC Director must ensure that:

- ✓ The Incident Action Plan has been completed, approved and implemented;
- ✓ Transfer of command will take place face-to-face or [virtually](#).
- ✓ A briefing or status report is provided to the incoming Director; and
- ✓ Appropriate notifications are made to the EOC Manager and ECG/Support Personnel.

Briefings between outgoing and incoming personnel should be performed to cover relevant issues such as:

- ✓ The situation status
- ✓ Objectives and priorities
- ✓ The current organization
- ✓ Resource assignments
- ✓ Resources en-route and/or ordered
- ✓ Facilities established
- ✓ Communications plan
- ✓ Prognosis, concerns, related issues

2.3.2 Requests for Assistance

It is possible that assistance from other levels of government, or external partner agencies with specialized knowledge or expertise, may be required by the City of

Burlington to help successfully respond to an emergency/disaster and continue to assist with rehabilitation/recovery efforts.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to assist or provide information and advice to the ECG through the Liaison Officer.

Where provincial assistance is required, which is outside of the normal Municipal service or service working agreements, the request will be made to the Office of the Fire Marshal and Emergency Management (OFMEM) through the Provincial Emergency Operations Centre (PEOC).

NOTE: Requests for personnel or resources from the Federal Government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

SUPPORT AGENCIES

When requested by the ECG, many support agencies are situated within the Region EOC (REOC) and may work in support of the EOC and site and include, but are not limited to the following representatives of external groups and organizations:

- GO Transit Service,
- Conservation Halton (CH),
- Joseph Brant Hospital (JBH),
- Non-Governmental Organizations (NGOs),
- Ontario Provincial Police (OPP),
- Provincial and Federal Ministries as required,
- Regional Municipality of Halton,
- School Boards,
- Transit Operators,
- Halton Region Police Service,
- Utility Providers,
- Local Businesses, and / or

- Representatives from any City of Burlington Municipal service or any other service organization or agency deemed necessary by the ECG.

***For a complete listing of support services, refer to Disaster Local Area Network (D-LAN) Resource Stock-Pile.**

2.4 Termination and Follow Up Actions

This section describes the process for terminating an emergency and details the demobilization of response recourse, organizational elements, including follow up actions.

2.4.1 Termination of a Declared Emergency

When it has been determined by the ECG that the emergency should be terminated, the Head of Council and/or Council will make an official termination of declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time. The EOC Director will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

Upon termination of an emergency in Burlington, the Mayor will notify:

1. The Ministry of Community Safety and Correctional Services and Office of the Fire Marshal and Emergency Management (OFMEM) by fax, through the Provincial Emergency Operations Centre (PEOC);
2. Members of Burlington City Council;
3. The Regional Chairperson of the Regional Municipality of Halton; and
4. The public.

The following may also be notified of a termination of emergency:

5. Local Member(s) of Provincial Parliament (MPPs);
6. Local Member(s) of Federal Parliament (MPs); and
7. Local media.

2.4.2 Demobilization of Resources

At all times during an emergency/disaster and at the conclusion of response activities, the IC and ECG and support staff must determine when assigned resources are no

longer required to meet emergency/disaster objectives. Excess resources must be released in a timely manner to reduce emergency/disaster-related costs, and to free up resources for other assignments. It is important that prior to resource release, the IC and the ECG along with the EOC support personnel coordinate the development and the communication of a detailed demobilization plan to all stakeholders in order to release resources expediently and effectively.

NOTE: Demobilization of resources shall be recorded in the respective IMS Form. See Annex 5 for a detailed listing and description of all IMS Forms.

2.4.3 Demobilization of Organizational Elements

As the response nears conclusion, it is appropriate to demobilize units, branches and sections as conditions warrant. Anytime a unit, branch or section is demobilized, the function it was performing goes to the next higher level in the chain of command. This process must be communicated to all stakeholders.

2.4.4 Legal Services / General Claims

Many legal issues may arise out of an emergency/disaster. The Legal Department is to be contacted for all litigation, contractual and regulatory issues including recovery of expenses where appropriate.

***For ongoing recovery/rehabilitation efforts, refer to Section 3 - Annex 7.**

3. Annexes

The supporting annexes are designed to provide key supporting information for conducting a response under the core plan as well as document compliance with regulatory requirements not addressed anywhere else in the Corporate Emergency Response Plan. Information provided herein will augment core plan information.

Annex 1 IMS Structure and Implementation

Annex 2 Notification and Reporting:

- **Annex 2A – Initial Notification – Activation Levels**
- **Annex 2B – Levels of Emergency – Downgrading Protocols**

Confidential Annex 3 Declaration of Emergency

Confidential Annex 4 Contacts

Annex 5 IMS Forms and Position Specific Handbook

Annex 6 Training and Exercises

Annex 7 Disaster Recovery and Rehabilitation Plan

Annex 8 Termination of Declaration of Emergency Criteria

By-law 76-2020 APPENDIX C:
EMERGENCY AND CONTINUITY MANAGEMENT PROGRAM COMMITTEE

1. TERMS OF REFERENCE

1.1. Council Mandate

The Burlington Emergency and Continuity Management Program Committee is an Advisory Committee authorized by Burlington City Council. The Committee has been established by Burlington City Council in accordance with these adopted Terms of Reference and Subsection 11(1) of Ontario Regulation 380/04 under the *Emergency Management and Civil Protection Act*. The Committee shall report to Burlington City Council through the Committee of the Whole.

1.2. Goal

The goal of the Burlington Emergency and Continuity Management Program Committee is to advise and assist The City of Burlington with respect to the Municipal Emergency and Continuity Management Program.

1.3. Scope and Purpose

The purposes of the Burlington Emergency and Continuity Management Program Committee are:

- ✓ To provide guidance and assistance in setting priorities and goals for the Emergency and Continuity Management Program.
- ✓ To share information and build upon identified synergies across corporate risk and business continuity with the Corporate Strategy, Risk and Accountability Committee.
- ✓ To provide recommendations on personnel, resources and equipment for the Program.
- ✓ To ensure that all agencies, volunteers, groups, staff and other programs are aware of the goals of the Program.
- ✓ To ensure the co-operation and coordination of all emergency and continuity management initiatives in areas under their influence.
- ✓ To monitor, evaluate and provide feedback on various Emergency Management Programs.
- ✓ To approve in principle all emergency program policies and emergency response plan annexes prior to corporate implementation, submission to Burlington City Council for approval or, where Council approval is not required, prior to finalization.

- ✓ To consider emergency and continuity management issues and receive updates as may be brought forward by Municipal Departments and the other organizations represented on the Committee from time to time.

1.4. Composition

The Committee shall be comprised of the following members (or their designates):

- a. City Manager or designate
- b. City Mayor or designate
- c. Community Emergency Management Coordinator and/or alternate
- d. Executive Director, Environment, Infrastructure and Community Service
- e. Fire Chief, Fire Department or designate
- f. Director, Roads, Parks and Forestry or designate
- g. Executive Director Strategy, Risk and Accountability or designate
- h. Director Engineering Services or designate
- i. Strategic Lead – Customer Experience or designate
- j. Director Transportation or designate
- k. Director, Transit or designate
- l. Executive Director, Human Resources or designate
- m. City Clerk or designate
- n. Executive Director Legal Services & Corporation Counsel or designate
- o. Director Recreation, Community and Culture or designate
- p. Chief Information Officer, Information Technology Services or designate
- q. Director, Corporate Communications & Engagement or designate
- r. Acting Chief Emergency Management, Halton Region or designate
- s. Associate Director, Conservation Halton or designate
- t. Joseph Brant Hospital – Coordinator, Patient Relations / Patient Safety (Emergency Disaster Planning)
- u. Halton Regional Police Service – Division 3 or designate
- v. Canadian Red Cross representative
- w. Burlington Hydro representative

1.5. Frequency of Meetings

Committee meetings should generally be scheduled two times per year, and at a minimum shall meet once in the calendar year. The Chair may call a meeting at any other time deemed necessary.

1.6. Committee Chair

The Chair of the Committee will be the City Manager or designate.

1.7. Role of the Chair

The Chair shall preside over the meetings of the Committee and assist the Committee in reaching consensus on fundamental policy issues of concern to the Committee.

1.8. Support Staff

Clerks shall provide secretarial support, including the taking of minutes, the distribution of minutes and agendas, and the general administrative coordination of meetings. Staff shall only be responsible to support working groups that are expressly established and agreed upon at the committee meeting held in Q1 of any given year.

a) Committee Records

Clerks will coordinate with staff to retain committee records including Agendas, Minutes, Subcommittee Reports, Annual Reports and Aims and Objectives. All reports shall be submitted to the Office of the Fire Marshal and Emergency Management (OFMEM) as part of the municipal annual compliance submission under the Municipal Emergency and Continuity Management Program.

The Committee shall prepare, at minimum, an annual report including, but not limited to, achievements reached during the year and a work plan for the upcoming year, all of which shall be forwarded to the Burlington Leadership Team (BLT) annually.

b) Maintenance and Refinement of Terms of Reference

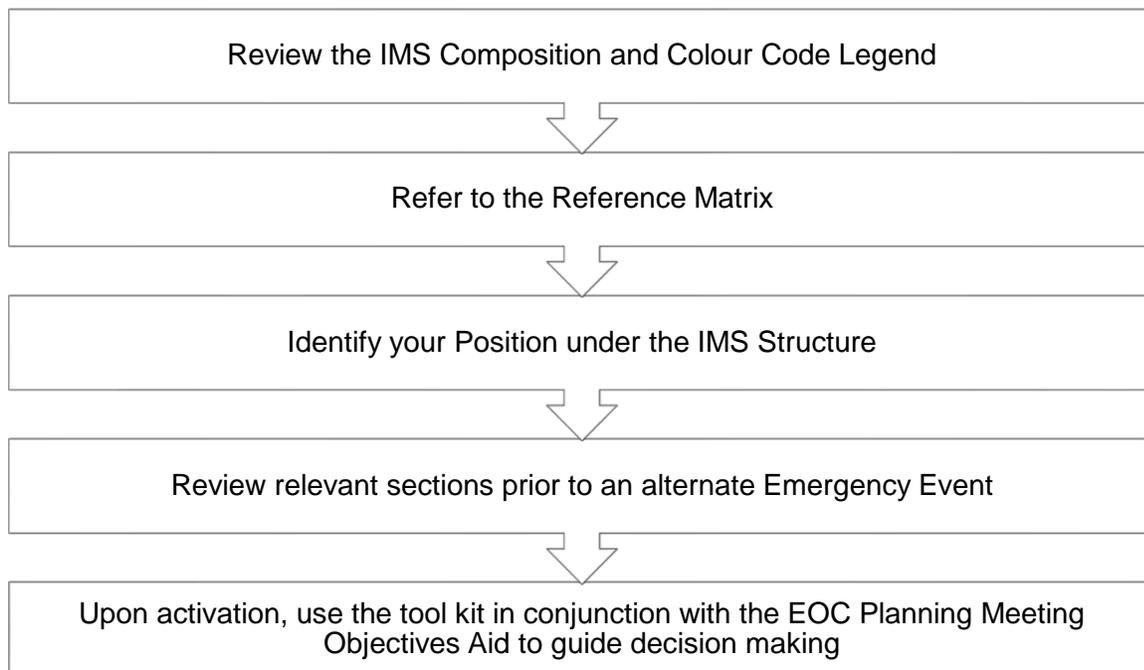
These Terms of Reference shall be maintained by Staff and shall be reviewed at the end of each term by the Burlington Leadership Team (BLT).

Amendments to these Terms of Reference may be proposed by the Committee, through Staff, to Burlington City Council. Only Burlington City Council may approve changes to these Terms of Reference.

Pandemic Response: Elected Officials, Emergency Control Group and Support Staff

Quick Reference Guide – Virtual EOC Pandemic Tool Kit

This quick reference guide has been developed to assist all elected officials, emergency control group and support staff members in navigating through the Virtual EOC Pandemic Tool Kit.

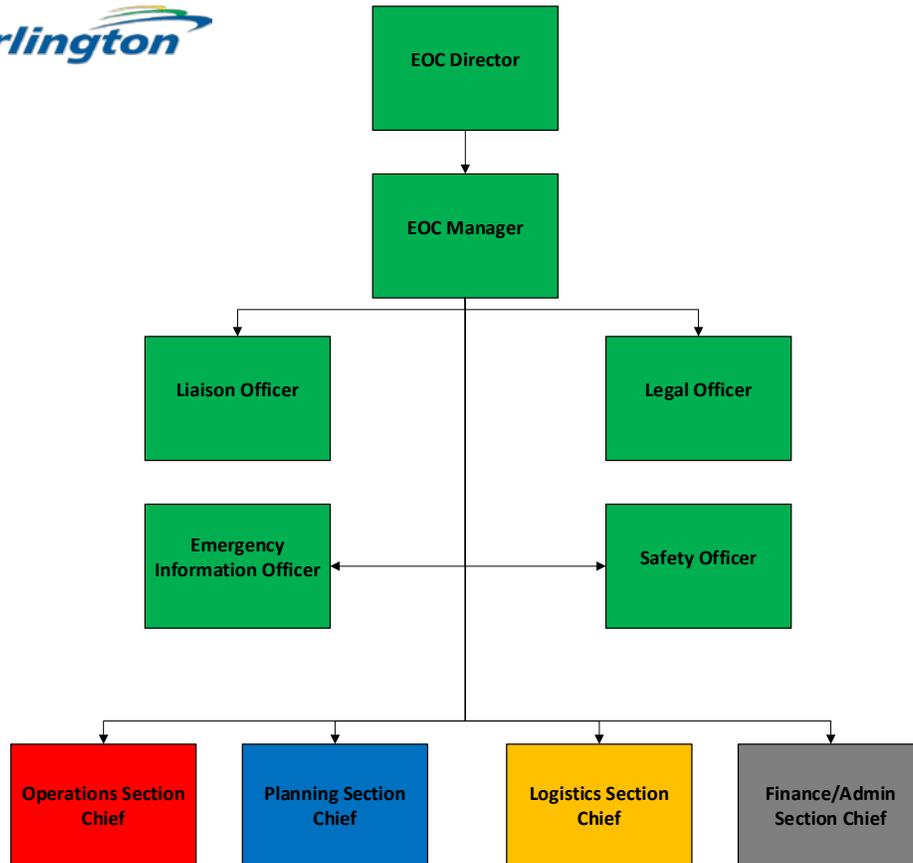


All Material is Available [HERE](#) and will be attached to the zoom invite upon activation

Incident Management System Composition and Colour Legend

Official members of the emergency control group (ECG) under our Emergency and Continuity Management By-Law consist only of the following positions (including alternates). All other staff who have a role in the EOC are deemed support staff to the ECG.

Emergency Control Group



The following table depicts the universal colour code system used under the incident management system.

Incident Management System Section	Colour
Command Section	Green
Operations Section	Red
Planning Section	Blue
Logistics Section	Yellow
Finance and Admin Section	Grey

Virtual EOC Pandemic Toolkit – Reference Matrix

Section Reference	Section Colour Code	Applicability
Pages 2-3 Introduction	N/A	All members to review
Pages 9-12 Incident Management System and Platform Overview	N/A	All members to review
Pages 13-14 Elected Officials Legal Autonomy & Policy Group		Elected Officials
Pages 15-17 Common Responsibilities		All members to review
Pages 18-35 Command Staff Responsibilities		All Command Staff
Pages 36-40 Operations Section Chief & Unit Lead(s) Responsibilities		Operations Section Staff
Pages 41-56 Planning Section Chief and Unit Lead(s) Responsibilities		Planning Section Staff
Pages 57-70 Logistics Section Chief & Unit Lead(s) Responsibilities		Logistics Section Staff
Pages 72-81 Finance and Admin Section Chief & Unit Lead(s) Responsibilities		Finance and Admin Section Staff
Pages 82-85 Suggested Community Actions	N/A	Logistics/Planning Section Staff

***Find your name and functional responsibility in Annex 4 and use the Virtual EOC Pandemic Toolkit to guide your actions during an alternate emergency event.**

***Upon activation and logging in to the virtual EOC Platform (zoom), all Command and Section Chief Staff may refer to the EOC Planning Meeting Objectives booklet.**



Annex 5 - Decision Aids and Worksheets for a Disaster Response during the Pandemic.docx

Introduction

Resources: Decision Aids and Worksheets

The following checklist, decision aids, and forms are meant to guide the user during a potential deployment to the Virtual Emergency Operations Center during a Pandemic, whereby a secondary crisis/emergency/disaster has taken place that warrants a Level 3 response. None of these documents may replace any of the official Incident Management System forms, rather they are meant to be used as tools to organize the information needed to fill out those documents and carry out the goals identified in them.

Immediate Actions and Personal Planning Checklists for Emergency Managers, members of the Command Staff that may be deployed to the Alternate Virtual Emergency Operations Center, and Elected Officials

Personal Immediate Actions for the Emergency Manager and Emergency Operations Center Staff (Command Staff during the Pandemic)

As the team leading the response efforts, the EOC Directors (City Manager and Executive Director of EICS) along with the EOC Managers (CEMC and Fire Chief), including members of the command staff should have a plan in place for your own family. It can be a distraction from your responsibilities to worry about your family while trying to organize the response for the City of Burlington. Ensure your alternate schedule is up to date and built in redundancies are established if possible, to account for mental health breaks and family time amongst the organized chaos of the virtual response.

Immediate Actions for Elected Officials

It is critically important to ensure that elected officials be viewed as being on top of the situation and in a leadership role with all response staff.

This checklist is meant to provide officials the information they need to understand the gravity of the event:

1. **Begin a personal log** – in this log you will record what you knew and when you knew it and when you made a major decision and why. With this log, you can recreate a timeline of information and your decisions for the inevitable questions that will be asked after the event. Items to note:
 - ✓ Notified by
 - ✓ Time notified
 - ✓ Type of emergency (natural, human caused, technological)
2. There are questions elected officials should ask to understand the magnitude and scope of the incident:
 - ✓ Type of incident

- ✓ Size of incident
- ✓ Known damage
 - Injuries/Deaths
 - Area affected
 - Amount of property affected
 - Resources committed
 - If outside resources are needed and have been requested
 - EOC status

There are immediate actions public officials should take:

- ✓ Establish contact with the CEMC and/or alternate as soon as possible if for no other reason than to let them know that you are aware of the event and plan to log in to the virtual EOC as members of the policy group
- ✓ Direct all senior staff within the community to report problems, resource availability, and any issues that might affect their ability to continue to do their jobs
- ✓ Set reporting schedules for everyone. Early in the event every hour or two may be appropriate until the extent of the event can be determined.
- ✓ If needed, in consultation with the CEMC, discuss when the province should be advised of the incident and given the pertinent details
- ✓ If necessary, establish contact with surrounding officials within the Region to advise them of the situation and if mutual aid from their jurisdictions may be needed
- ✓ Remind senior staff members to keep their own logs of their actions and begin tracking expenses associated with the event so they can identify the specific costs allocated to their departments
- ✓ In consultation with the CEMC, set a senior policy meeting schedule. Keep in mind the fluidity of information early in the incident and the importance of accurate situational awareness
- ✓ In consultation with the CEMC and the designated Emergency Information Officer (EIO), set a schedule for the first and subsequent press conferences. This should be done as early as possible, as soon as enough information has been gathered to share with the public.
- ✓ Contact the cities' legal advisors about planned steps and need for:
 - Emergency declarations
 - Chain of succession
 - Intergovernmental aid
 - Social controls (curfews)
 - Price controls
 - Other possible restrictions
- ✓ Be aware of perceptions within the community about the response to the secondary crisis/emergency/disaster, especially any perceptions that it is not being responded to equally in all neighborhoods.

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Incident Management System and Platform Overview

Introduction

These position specific checklists outline the key tasks for all major positions within Ontario’s Incident Management System (IMS). They may be applied during a secondary crisis/emergency/disaster during the pandemic and throughout the recovery efforts from the pandemic on the alternate Emergency Operations Centre (EOC) platform via Zoom. Function specific taskings may be adapted for individual circumstances, as required. Building on the principles and concepts of the IMS Doctrine for Ontario, position specific checklists are a valuable reference tool for incident response and training purposes. They are designed to assist responders and organizations in effectively responding to incidents in all IMS response roles: Incident Support, EOC Command, Area Command and Critical Services/Functions. The use of these checklists for each of these roles is explained in more detail below.

How to Use

Upon being assigned a specific IMS position and/or function, all incident personnel are advised to read the “Common Responsibilities” checklist, followed by their position-specific checklist(s). These checklists should be read in their entirety. Individuals that are assigned a supervisory position should be familiar with the positions or functions under their direct supervision. Any questions or issues regarding checklist activities may be directed to an immediate supervisor, or referenced in available IMS materials (Ontario IMS Doctrine, guidelines, tools, job aid, etc.).

The following points provide important guidance on the use of these checklists:

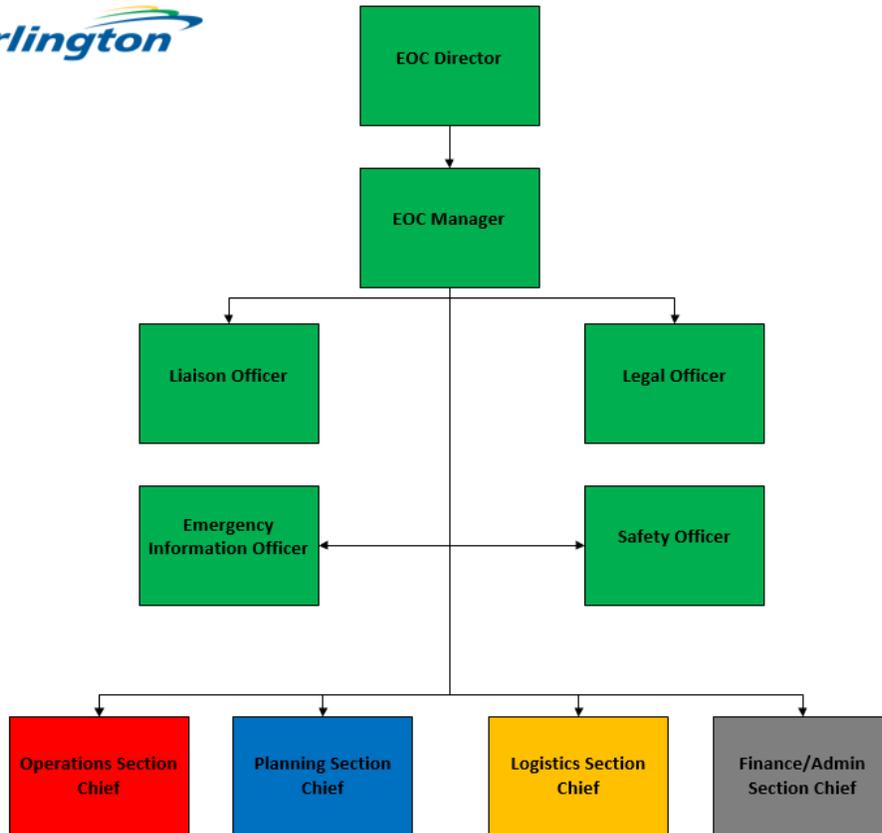
<p>Not all IMS positions need to be activated for every incident</p>	<p>In keeping with the IMS ‘toolbox concept’, the City of Burlington may activate only the positions needed for a specific incident. In many cases, a handful of individuals can effectively manage an entire incident response.</p>
<p>One person may fulfill multiple IMS positions or functions</p>	<p>For complex incidents within the City of Burlington, staff may be assigned to every IMS position / function. Alternatively, for less complex incidents (simple incidents), one person may be assigned multiple IMS positions / functions.</p>
<p>Checklists may be adapted, while respecting standardization</p>	<p>Every organization and incident are unique. Specific tasks in these checklists may be adapted and customized to suit the City of Burlington, a Regional Agency / Department, a local business or Non-Governmental Organization and incident-specific needs, while respecting the overall standardization of IMS.</p>
<p>Checklists may be used at both EOCs and Area Command (if established)</p>	<p>IMS principles, concepts and processes may be applied to both EOCs and Area Command sites. Specific checklist tasks may be adapted for individual circumstances, as required.</p>

<p>Checklists may be used for all levels of incident support during a Level 3 – Full Activation</p>	<p>These checklists may be used for all IMS response roles, including: Incident Support, EOC Command, and Area Command. Specific checklist tasks may be adapted for individual circumstances, as required.</p>
<p>Checklists activities are divided by phase: Activation Actions, Operational Actions, and Demobilization Actions</p>	<p>Activation activities should be referenced at the start of each incident, operational period and shift.</p> <p>Demobilization should be referenced at the end of each incident, operational period and shift. Specific tasks may be adapted for individual circumstances, as required.</p>

Position Checklists are a supporting tool to the IMS Doctrine and IMS Training Program, which provide additional guidance on the use of IMS processes and activities. Users of these checklists should have, at minimum, a basic understanding of IMS.

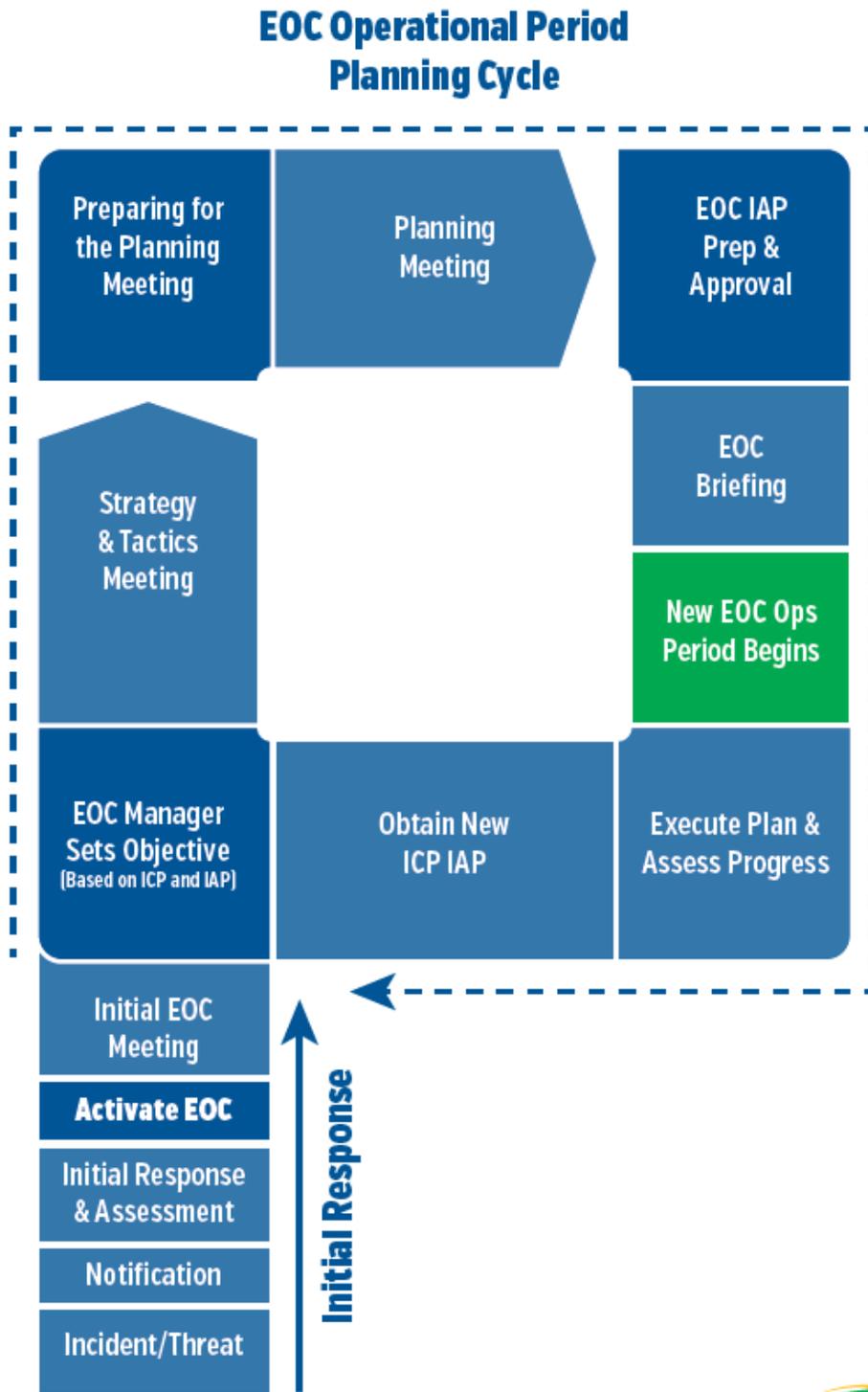
Emergency Control Group Composition

Emergency Control Group



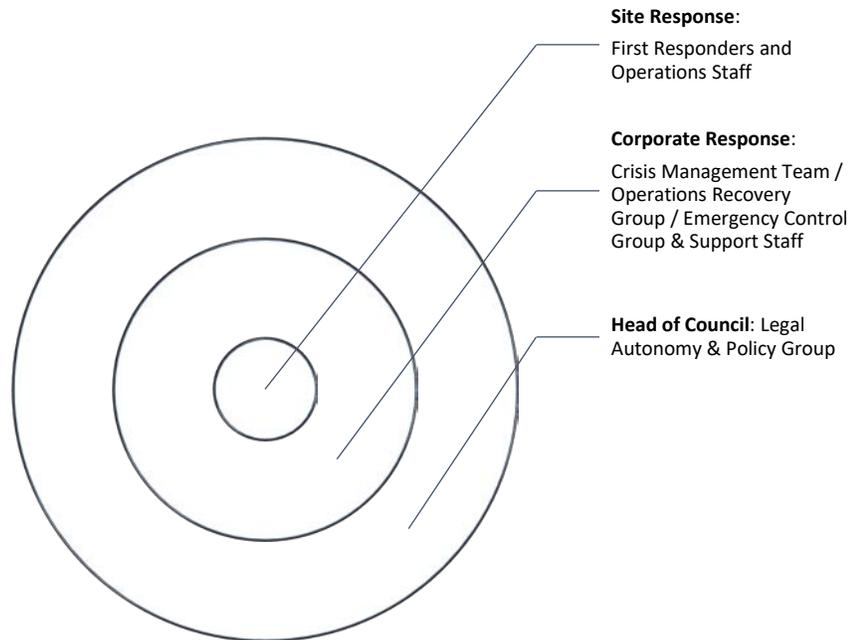
Note: All other staff situated within the Emergency Operations Centre fulfill support roles to the Emergency Control Group. Expanded EOC configuration charts are provided as stand-alone documents and are available upon request through the Community Emergency Management Coordinator: CEMC@burlington.ca

EOC Operational Period - Planning Cycle



Elected Officials Legal Autonomy & Policy Group

***Reference ECM By-Law 076-20 – Appendix B**



Common Responsibilities

Demonstrate an understanding of the authorities, policies, priorities, and capabilities, constraints, and limitations of the organization/jurisdiction you represent Demonstrate an understanding of the coordinated response/Unified Command and the roles and responsibilities of the parties involved.

Major Task: Demonstrate and understanding of the authorities, policies, goals, priorities, capabilities, constraints, and limitations of the organization/jurisdiction represented

- Request and participate in relevant meetings and briefings
- Work with legal counsel and EOC leadership to ensure informed decision-making
- Authorize protective measures for life and safety, such as curfew and evacuation recommendations, based on legal authorities
- Provide guidance and authorization for information sharing with external agencies and the public
- Participate in After Action Reviews and the performance improvement process
- Interact, as necessary, with external government contacts (in collaboration with the Emergency Information Officer and Liaison Officer Command Staff personnel)



Major Task: Demonstrate and understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved

- Demonstrate awareness of rules and regulations of the impacted community
- Help establish and promulgate policy decisions
- Bring concerns received by constituents back to the group to advise on operational period objectives, strategies and tactics

Common Responsibilities

Common Responsibilities – All Incident Personnel

The listing provides an overview of the common responsibilities applicable to all ECG personnel. In most cases, these tasks are not repeated in the following position-specific checklists. Some tasks are one-time actions, while other tasks are repetitive for the duration of the incident.

Activation

Applicable to staff in all Emergency Control Group roles; Specific responsibilities may be customized to the response role, as required.

Activation Actions:

- Receive assignment from the CEMC, including:
 - Job assignment (e.g. Resource Unit Lead, etc.)
 - Position checklist (if applicable)
 - Reporting location and time
 - Virtual Login instructions
 - Any special instructions

- Upon Level 3 activation, you will be asked to log in to the zoom platform and will be placed into the main room for the preliminary briefing and roll call and then assigned to your designated break out room (replicates the EOC sections).

- Receive briefing from your Section's Chief, EOC Director and/or Manager. Clarify any questions you may have.

***Note:** Organization representatives from assisting or supporting organizations should report to the Liaison Officer through the virtual EOC platform and/or by cell phone.

- Review your position responsibilities and acquire work appropriate IMS forms.

- Establish and maintain your Position Log that chronologically describes your actions taken during your shift and provides for ongoing situational awareness.

- Organize and brief subordinates (if applicable) on:
 - Specific job responsibilities
 - Co-workers within job function
 - Define functional work areas

- Procedural instructions for obtaining additional supplies, services and personnel
- Identification of operational period work shifts
- Clarification of any important points pertaining to assignments
- Provisions for specific debriefings / handover at the end of the operational period
- The current Incident Action Plan (IAP) or Incident Briefing, if an IAP has not yet been developed
- Know the assigned contact information requirements for your area of responsibility (e.g. phone number, radio frequency, email, etc.) and ensure that communication is operating properly

Operational Actions:

- Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers. Maintain accountability for assigned personnel regarding exact location(s) and personal safety and welfare always.

- Use clear texts and IMS terminology (no codes) in all communications.

- Complete forms (if hard copy is required) and reports (situation) required of the assigned position and send through the supervisor to the Planning Section (Documentation Unit, if activated). Most large incidents (complex) rely heavily on the use of IMS forms to manage information/resources and maintain accountability. Ensure all forms are dated.
- At the end of your shift, provide a detailed handover briefing for your relief. Ensure that all in-progress activities, outstanding issues, and follow-up requirements are identified.

Demobilization Actions:

- Respond to demobilization orders and brief subordinates regarding demobilization. Ensure you are debriefed by your supervisor.

- Deactivate your assigned position and close out logs when authorized by your supervisor.

- Complete all required forms, reports and other documentation. All forms should be submitted through your supervisor to the Planning Section, as appropriate, prior to your sign off from the virtual EOC.

- Be prepared to provide input during the informal debrief and input to the After-Action Report during the debrief post incident.

- If another person is relieving you, ensure they are thoroughly briefed before you log out of the virtual EOC. Note any outstanding issues or unusual events.

- If de-activating email accounts or telephones, set required notifications (e.g. out-of-office email or voicemail notification).

- Leave forwarding contact information where you can be reached.

- Complete a Demobilization Checkout Form or send through a final message through Zoom.

- Send all complete forms and / or reports through your supervisor to the Planning Section (Documentation Unit, if activated).

Command Staff

EOC DIRECTOR

Persons Assigned: Tim Commisso and Allan Magi

Responsibilities

1. Exercise overall executive management responsibility for the coordination between emergency response and supporting agencies in the Virtual Emergency Operations Centre (EOC).
2. Oversee the establishment of the appropriate staffing level for the Virtual EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
3. Ensure that inter-agency coordination is accomplished effectively within the Virtual EOC.
4. Direct, in consultation with the Emergency Information Officer (EIO), appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
5. Liaise with Executive Group and / or Elected Officials.
6. Ensure risk management principles and procedures are applied for all EOC activities.

Reports to:

- Emergency Control Group
- Executive Group / Elected Officials

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefings from whatever sources are available.
- Verify appropriate level of activation based on situation as known.
- Obtain an awareness of the mobilization of appropriate personnel from the EOC Manager, for the initial activation of the EOC.

- Log in immediately to Virtual EOC platform and determine operational status.

- Oversee the establishment of sections needed, verify Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Section Chief
 - Planning Section Chief
 - Logistics Section Chief
 - Finance / Administration Section

- Oversee the establishment of Management Staff positions required and work with the EOC Manager to ensure they are filled as soon as possible.

- Oversee the EOC organization and staffing, ensuring the organization chart is shared and team members logging in are assigned appropriate roles.

- Establish / confirm initial priorities for the EOC based on current status and information from Incident Commander(s).

- Schedule the initial EOC Meeting and have Planning Chief prepare the agenda (follow EOC Planning P).

- Consult with Liaison Officer (LO) and General Staff to determine what representation is needed on the virtual EOC platform from other emergency response agencies.

- Assign the LO to coordinate outside agency response to the EOC, and to assist as necessary.

- Obtain personal telecommunications equipment if required.

Operational Actions:

- Monitor command staff activities to ensure that all appropriate actions are being taken.

- Ensure that Operational Periods are established and that initial EOC response priorities and objectives are decided and communicated to all involved parties – objectives set in collaboration with the EOC Manager based on ICP and IAP.

- In conjunction with the EIO, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.

- Ensure that the LO is providing for and maintaining effective interagency coordination.

- In coordination with the EOC Manager and command staff, identify priorities and management function objectives for the initial EOC Planning Meeting.

- Convene the initial EOC Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate planning procedures are followed. Ensure the Planning Section facilitates the meeting appropriately.

- Once the Incident Action Plan is completed by the Planning Section, review, approve and authorize its implementation.

- Conduct periodic briefings with the EOC Management Team to ensure response priorities and objectives are current and appropriate.

- Conduct periodic briefings for Executive Group, elected officials or their representatives.

- In conjunction with the LO, prepare to brief elected officials on possibility for declaration of state of local emergency.

- Document all decisions / approvals – may have Executive Assistant (scribe) document using DLAN to ensure time stamped situation report is captured.

- Approve resource requests not included in Incident Action Plan, as required.

- Ensure Executive Group and / or elected officials are informed of state of Provincial Emergency if declared by the Attorney General and coordinate local government Proclamations (if any) with other emergency response agencies, as appropriate.

- Assign in writing, delegated powers allowed under declaration if any are given.

- Assign special projects to EOC Manager, as needed.

- Brief your relief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Actions:

- Authorize demobilization of sections, branches and units when they are no longer required.

- Ensure that any open actions not yet completed will be handled after demobilization.

- Ensure that an informal debrief is facilitated by the EOC Manager and all informal debrief notes captured by the Planning Section Scribes (or designate) for the Debrief Post Incident.

- Terminate emergency response and proceed with recovery operations as proclaimed by Executive Group.

- Follow the Common Responsibilities Demobilization Checklist.

EOC MANAGER

Persons assigned: Amber Rushton and Karen Roche

Responsibilities

1. Undertake special assignments at the request of the EOC Director.
2. Ensure the efficient and effective flow of information within the EOC.
3. Ensure resource requests are prioritized and tracked.
4. Support EOC management by communicating executive direction and action priorities to all staff.
5. Coordinate internal functions of the virtual EOC for effective operational capability.
6. Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.
7. Facilitate shift change briefings and operational debriefings.

Reports to:

- EOC Director (Tim Commisso and Allan Magi)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Activate the virtual EOC and coordinate assigned rooms and personnel while assisting EOC Director in determining operational status.
- Obtain briefing from whatever sources are available.

Operational Actions:

- Maintain a position log and any other relevant forms – may utilize scribe to capture all actions taken.

- Support management staff activities to ensure that all appropriate actions are being taken.
- Assist EOC Director in determining and communicating priorities, objectives and decisions to all EOC staff.
- Assist with preparations for EOC Planning meeting.
- Ensure EOC management team shares ongoing situation reports via DLAN.
- Ensure EOC management staff has enough administrative support (appropriate scribes assigned).
- Coordinate additional staffing needs with Logistics Section Chief and staff.
- Ensure all positions use a Position Log and / or keep ongoing notes.
- Participate in EOC Planning and Management Team meetings.
- Report significant events and any issues of concern to EOC Director and Halton Region Emergency Management Group and advise of activities on a regular basis.
- Undertake special projects and assignments as directed by the EOC Director.
- Check with the General Staff on the health and welfare of all EOC staff. Authorize and coordinate additional support needs as required.
- Mediate and resolve any personnel conflicts.
- Consult with EOC Director on appointing additional staff to ensure 24-hour shift scheduling for both Director and Manager positions.

- Arrange for and facilitate operational debriefs and critical incident stress debriefs for EOC staff, as required.

- Brief relief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

Demobilization Actions:

- Assist EOC Director with demobilization procedures.

- Ensure that any operations not yet completed are handled and assigned after demobilization.

- Complete all required forms and reports prior to demobilization and forward to Documentation Unit.

- De-activate virtual EOC by closing out the session.

- Facilitate the informal debrief.

- Facilitate the EOC Debrief Post Incident and lead the preparation of the EOC After Action Report.

- Organize and facilitate staff debriefings and critical incident stress debriefs.

- Organize and coordinate staff recognition initiatives (i.e., thank you letters) for time and expertise staff contributed towards EOC operations.

- Follow the Common Responsibilities Demobilization Checklist.

LIAISON OFFICER

Personnel Assigned: Kwab Ako-Adjei and Helen Walihura

Responsibilities

1. The Liaison Officer (LO) functions as a point of contact for, and interaction with, representatives from other agencies arriving at the EOC.
2. Liaise with any DOCs (Department Operation Centres), MROCs (Ministry Regional Operation Centres), and organizations not represented in the virtual EOC.
3. Coordinate agency representatives for the EOC as required to ensure adequate EOC structure, and fill all necessary roles and responsibilities enabling the EOC to function effectively and efficiently.
4. Assist and serve as an advisor to the EOC Director and Management Team as needed, providing information and guidance related to the external functions of the EOC.
5. Assist the EOC Director in ensuring proper procedures are in place for directing agency representatives and communicating with elected officials.
6. Liaise with local authorities' other EOCs, Provincial and Federal organizations, communicating EOC guidelines, directives, Action Plans and Situation Information.

Reports to:

- EOC Director (Tim Commisso and Allan Magi)
- EOC Manager (Amber Rushton and Karen Roche)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC platform via the Zoom link received by the CEMC.
- Obtain situation status and response priorities from the EOC Director or Manager.

- Assist the EOC Manager in determining appropriate staffing for the EOC.
- Ensure that an EOC organization and staffing chart is shared and up to date.
- Provide assistance and information to General Staff regarding staffing EOC sections.
- Ensure that agency representatives' telephone and/or radio communications are established and functioning.

Operational Actions:

- Assist the EOC Director/Manager in developing overall EOC priorities as well as priorities for the Initial Action Plan.
- Provide external and non-represented agencies information to the Planning Section to assist in the development, continuous updating and implementation of EOC Action Plans.
- Provide general advice and guidance to agencies and EOC staff as required.
- Ensure that all notifications are made to agencies not represented in the EOC.
- Ensure that communications with appropriate external non-represented agencies is established and maintained.
- Assist the EOC Director in preparing for and conducting briefings with the EOC Command Staff, elected officials, the media and the general public.
- Prepare external non-represented agency information for briefings with the EOC Command Staff.
- Ensure that operational priorities and objectives identified in the EOC Action Plans are communicated to external non-represented agencies.

- Facilitate completion of situation reports with external non-represented agencies and forward to the Planning Section – will be sent through to EOC Manager for approval and finalization.

- Advise the EOC Director and Manager of critical information and requests contained within agency situation reports.

- Scribe to forward approved EOC Situation Reports to non-represented agencies as requested.

- Assist the EOC Director in establishing and maintaining an Inter-Agency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC, as required.

Demobilization Actions:

- Notify external non-represented agencies in the EOC of the planned demobilization, as appropriate.

- Assis the EOC Director / Manager with recovery operations and assist with preparation for the informal debrief and After-Action Report review post incident.

- Follow the Common Responsibilities Demobilization Checklist.



EMERGENCY INFORMATION OFFICER

Persons Assigned: Suzanne Vukosavljevic and Sharon Will

Responsibilities

1. Serve as the coordination point for all public information, media relations, and internal information sources for the EOC.
2. Coordinate and supervise all staff assigned as Information Officers / Media Advisors and their activities.

Public Information

- ✓ Ensure that the public within the affected area receives complete, accurate and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
- ✓ Ensure that a Toll-Free Public Information Service is established for the public to access helpful information and advice. Provide the call takers with timely and accurate messaging sheets so that they offer only confirmed and approved information.

Media Relations

- ✓ Serve as the coordination point for all media releases for the EOC.
- ✓ Coordinate media releases with officials representing other affected emergency response agencies.
- ✓ Develop the format for press conferences and briefings in conjunction with the EOC Director.
- ✓ Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.

Internal Information

- ✓ Develop helpful messaging sheets and / or FAQ sheets (frequently asked questions and answers) to ensure consistent and accurate information sharing amongst EOC staff.
- ✓ Maintain a web site / Situation Board established for EOC information, as appropriate.

- ✓ Liaise with the Information Officers at site(s) other EOCs, Area Command (if applicable), and / or other external agencies.

Reports to:

- EOC Director (Tim Commisso and Allan Magi)
- EOC Manager (Amber Rushton and Karen Roche)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.

- Determine staffing requirements and make required personnel assignments for an Information Section.

- Assess information skill areas required in the EOC such as: writing, issues management, media relations, event planning, etc.

Operational Actions:

- Obtain policy guidance and approval from the EOC Director regarding all information to be released to the media and public.

- Refer to the City of Burlington's Crisis and Information Management Plan for Emergency Information Protocols and Emergency Information Officer operational guidelines, sample forms, templates and other information materials, as appropriate.

- Keep the EOC Director / Manager advised of all unusual requests for information and of all major critical or unfavourable media comments. Recommend procedures or measures to improve media relations.

- Coordinate with the Situation Unit and identify method for obtaining and verifying significant information as it develops.

- Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of handout materials.

- Implement and maintain an overall information release program.

- Establish a virtual Media Information Centre, as required, working with the Logistics Section to provide capability.
- Maintain up-to-date status boards and other references in the virtual Media Information Centre. Provide adequate staff to answer questions from members of the media.
- Establish a Toll-Free Public Information Service and / or call centre to handle public inquiries and provide emergency support information. Consult with Logistics Information Technology Branch Coordinator for communication equipment needs and set-up.
- Interact with other EOCs (as needed) and obtain information relative to public information operations.
- Establish distribution lists for recipients of all public information releases. Include Site Information Officers, other EOCs' Information Officers, Local Authorities, Mayors and elected officials, MPs' constituency offices, First Nations Groups, Emergency Social Service Groups, the Toll-free Public Information Service (311), etc.
- In coordination with other EOC sections and as approved by the EOC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public. Liaise with Legal to check for any potential liability or safety concerns.
- At the request of the EOC Director, prepare media briefings for elected officials and / or Executive Group members and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when/if safe.
- Arrange through logistics appropriate staffing and telephones to efficiently handle incoming media and public calls.
- In addition to identifying help sources contained within press releases, PSAs and bulletins, maintain a Disaster Assistance Information Directory, with numbers and locations to obtain food, shelter, supplies, health services, etc.

- Develop message statements for EOC Staff and the call takers of the toll-free hotline.
- Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).
- Monitor all media, using information to develop follow-up news releases and rumour control, consult with Legal on appropriate wording and actions to take on correcting false or erroneous information.
- Ensure that file copies are maintained of all information released.
- Promptly provide copies of all media releases to the EOC Director / Manager.
- Conduct shift change briefings in detail, ensuring that in-progress activities are identified, and follow-up requirements are known.

Demobilization Actions:

- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Contribute items of interest to the EOC After Action Report.
- Follow the Common Responsibilities Demobilization Checklist.

LEGAL OFFICER

Persons Assigned: Nancy Shea Nichol and Blake Hurley

Responsibilities

The Director of Legal Services/City Solicitor acts as the Legal Officer. The Legal Officer is a support function of the Command Staff and has the following responsibilities:

1. Ensures that good risk management practices are applied throughout the response organization.
2. Protects the interests of all EOC members, agencies and organizations by ensuring due diligence in information collection, decision-making, and implementation.
3. Monitors situations for risk exposures and ascertains probabilities and potential consequences of future events.
4. Provides legal advice to the Mayor and Emergency Control Group with respect to interpretation of legislation governing the control of response to an emergency by the Emergency Control Group.
5. Ensures general compliance with applicable legislation and liaises with Regional Solicitor and solicitors for neighbouring municipalities.

Reports to:

- EOC Director (Tim Commisso and Allan Magi)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.

Operational Actions:

- Follow the Common Responsibilities Operational Checklist

Demobilization Actions:

- Follow the Common Responsibilities Demobilization Checklist

SAFETY OFFICER

Persons Assigned: Chris Kroes and Matt Girodat

Responsibilities

1. The Safety Officer (SO) monitors safety conditions and develops safety measures to ensure the health and safety of all responders.
2. Creating systems and procedures related to the overall health and safety of all incident responders in close conjunction with Command and the Operations Section Chief and the Planning Section Chief.
3. Have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures. Tasks may be delegated to the appropriate assistant, if applicable.

Reports to:

- EOC Director (Tim Commisso and Allan Magi)
- EOC Manager (Amber Rushton and Karen Roche)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefing from Command and / or the on-scene or in-place Safety Officer.

Operational Actions:

- Establish workspace for Safety Officer function and notify organization representatives.
- Identify hazardous situations associated with the incident(s).
- Ensure that adequate levels of protective equipment are available and being used. Ensure that staff are properly trained on the use of relevant protective equipment.
- Staff and organize function, as appropriate:
 - ✓ In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
 - ✓ Multiple high-risk operations may require an Assistant Safety Officer at each site.

- Identify and correct or terminate potentially unsafe acts.

- Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.

- Obtain updates from Assistant Safety Officers (if necessary and established) prior to Planning Meetings and as necessary.

- Participate in Strategies and Tactics Meeting(s) as well as EOC Planning Meeting(s):
 - ✓ Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
 - ✓ Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

- Participate in the development of the Incident Action Plan (IAP):
 - ✓ Review and approve the Incident Medical Plan (IMS Form 206).
 - ✓ Provide Safety Message and/or Safety Plan (as required), using:
 - Incident Objectives (IMS 202).
 - Safety Message/Plan (IMS 208) (if required).
 - ✓ Assist in the development of the “Special Instructions” block of the Resource Assignment List (IMS 204), as requested by the Planning Section.

- Investigate accidents that have occurred within incident areas:
 - ✓ Ensure accident scene is preserved for investigation by liaising with Operations Section Chief and obtaining Situation Report via Incident Commander (IC).
 - ✓ Ensure accident is properly documented – liaise with Operations Section Chief.
 - ✓ Coordinate with incident Compensation and Claims Unit Leader (situated within Finance and Admin. Section), City of Burlington Executive Director of Corporate Strategy, Risk and Accountability, Ministry of Labour, WSIB, and relevant officials, etc.
 - ✓ Prepare accident reports as per the City of Burlington policy, procedures, and direction.
 - ✓ Recommend corrective actions to Incident Commander and organization.



- Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

Demobilization Actions:

- Follow the Common Responsibilities Demobilization Checklist.

- Contribute items of interest to the EOC After Action Report.

Operations Section

OPERATIONS SECTION CHIEF

Personnel Assigned: Karen Roche / Craig Slack / Charlie Birch

Responsibilities

1. Ensure that the Operations Coordination function is carried out, including coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Incident Action Plan are carried out effectively.
3. Establish the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Maintain a communications link between Incident Commanders (sites), Department Operation Centres (DOCs) and the EOC for coordinating the overall response, resource requests and event status information.
5. Ensure that the Planning Section is provided with Branch Status Reports and Major Incident Reports.
6. Conduct periodic Operations briefings for the EOC Director and Management team as required or requested.

Reports to:

- EOC Director (Tim Commisso and Allan Magi)
- Emergency Control Group

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Ensure that the Operations Section break out room is established in collaboration with the CEMC and operating properly
- Obtain a preliminary situation briefing from EOC Director, Planning Section Chief or other EOC Management Staff as appropriate.

- Based on the situation, activate appropriate branches based on functions or geographical assignments within the section. Designate Branch Coordinators as necessary:
 - Fire
 - Police
 - Paramedics
 - Roads, Parks & Forestry
 - Recreation Services
 - Engineering Services
 - Burlington Hydro
 - Union Gas
 - Etc.

- Establish radio or cell-phone communications with DOCs or other EOCs operating in the Region and coordinate accordingly.

- Request additional personnel for the operations section, liaising with the EOC Manager and the Logistics Section as necessary to maintain 24-hour staffing capabilities, as necessary.

- Confer with the EOC Director to ensure that the Planning and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.

- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.

- Obtain a current communications status briefing from the Information Technology Branch Coordinator in Logistics. Ensure that there is adequate equipment and frequencies available for the Section.

- Based on the situation known or forecasted, determine likely future needs of the Operations Section.

- Identify key issues currently affecting the Operations Section; virtually connect with Section personnel and determine appropriate section objectives for the first operational period.
- Review responsibilities of branches operating the Section; develop a plan/process detailing strategy for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.
- Obtain personal telecommunications equipment.

Operational Actions:

- Ensure that all Section personnel are maintaining their individual position logs and other paperwork as required.
- Conduct periodic briefings and work to reach consensus among Operations staff on objectives for each operational period.
- Ensure that all media contacts are referred to the Emergency Information Officer who will liaise with the Social Media Officer.
- Prepare for and participate in Strategies and Tactics Meeting(s), EOC Incident Action Planning meeting(s) and other relevant EOC Management Team meetings.
- Provide the Planning Section Chief with the Operations Section's objectives prior to each Incident Action Planning meeting.
- Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Incident Action Plan, are being addressed.
- Ensure that situation and resources information is provided to the appropriate units in the Planning Section on a regular basis or as the situation requires, including Branch Status Reports and new incoming incident reports.

- Ensure that intelligence information from Branch Coordinators is made available to the Planning Section (Situation Unit) in a timely manner. Ensure that intelligence information from Branch Coordinators is made available to the Planning Section (Situation Unit) in a timely manner.

- Ensure that the branches coordinate all resource needs through the Logistics Section.

- Authorize resource requests and forward extraordinary and / or critical resource requests to the EOC Director for approval.

- Ensure that fiscal and administrative requirements are coordinated through the Finance / Administration Section (e.g., notification of emergency expenditures and daily time sheets).

- Brief the EOC Director and other Management Team members on all major incidents.

- Brief Branch Coordinators and Section staff periodically on any updated information you may have received.

- Share status information with other sections as appropriate.

Demobilization Actions:

- Deactivate branches and any organizational elements, when no longer required. Ensure that all paperwork is complete, and logs are closed and sent to Documentation Unit.

- Ensure that any open actions are assigned to appropriate agency and / or EOC staff as appropriate.

- Deactivate the Section and close out logs when authorized by the EOC Director.

- Ensure that any required forms are completed prior to your release and logging off.

- Be prepared to provide input during the informal debrief and to the EOC After Action Report post incident.

- Follow the Common Responsibilities Demobilization Checklist.

Planning Section

PLANNING SECTION CHIEF

Persons Assigned: Sheila Jones and Leah Bisutti

Responsibilities

1. Ensures that the following responsibilities of the Planning Section are addressed as required:
 - Collect, analyze, and display situation information
 - Prepare and/or task scribe to prepare periodic Situation Reports (SitReps) – *Recurring SitRep time will be set by the EOC Manager*
 - Prepare for the Planning Meeting, facilitate the meeting, and direct the compilation of the EOC Incident Action Plan (IAP)
 - Review and approve the final EOC IAP and bring forward at the EOC Briefing so that the EOC IAP can be executed – *This will be collated by the Documentation Unit*
 - Liaise closely with the Logistics Section to track resources and ensure alignment with the EOC IAP (*scribe may maintain a live document for each operational period manually on IMS Form 260-RR and submit to the EOC Liaison Officer*)
 - Ensure documentation unit is documenting ongoing EOC activities (*will work with scribes to track activity*)
 - Provision of technical advice for all EOC sections
2. Establishes the appropriate level of organization for the Planning Section
3. Exercises overall responsibility for the coordination of branch / unit activities within the Planning Section
4. Keeps the EOC Manager informed of significant issues affecting the Planning Section
5. In coordination with the other Section Chiefs, ensures that Status Reports are completed

Reports to:

- EOC Director / Manager (Tim Commisso and Allan Magi)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist

- Log in to the virtual EOC platform and obtain a briefing from the EOC Manager

- Ensure that the Planning Section break out room is established in consultation with the EOC Manager

- Based on the situation, activate units within the Planning Section as needed and designate Leaders for each unit:
 - Resources Unit Lead
 - Situation / Demobilization Unit Leads
 - Technical Specialists
 - Documentation Unit Lead

- Request additional personnel for the section from Logistics as necessary to support resource needs

- Meet with Operations Section Chief; obtain and review any major incident reports

- Review responsibilities of units in Planning Section; coordinate the development of plans for carrying out all responsibilities

- Make a list of key issues to be addressed by Planning; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period – *This will be established during the Planning Meeting*

- Keep the EOC Manager informed of significant events

- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur

Operational Actions:

- Ensure that any IMS live documents being used by the Planning Section are maintained through the Documentation Unit and Resource Unit

- Ensure that the Situation Unit is maintaining current information for the EOC SitRep

- Ensure that major incident reports and branch status reports are completed by the Operations Section and are accessible by the Planning Section. *It is recommended to provide a Planning Liaison to the Operations Section.*

- Ensure that an EOC SitRep is produced, approved and distributed to all EOC Sections and the EOC Manager, prior to the end of the operational period

- Ensure that all status boards and other displays are kept current and that posted information is neat and legible

- Ensure that the Emergency Information Officer (EIO) has immediate and unlimited access to all status reports and displays

- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods

- Chair the EOC Planning Meetings approximately two hours before the end of each operational period

- Ensure that objectives for each section are completed, collected and posted in preparation for the next Planning Meeting

- Ensure that the EOC IAP is completed and distributed prior to the start of the next operational period

- Work closely with each unit within the Planning Section to ensure the section objectives, as defined in the current EOC IAP are being addressed

- Ensure that the Advance Planning unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall priorities of the EOC
- Ensure that the Documentation Unit maintains online logs on all EOC activities and provides reproduction and archiving services for the EOC, as required
- Provide technical services, such as environmental advisors and other technical specialists to all EOC sections as required
- Ensure that fiscal and administrative requirements are coordinated through the Finance / Administration Section

Demobilization Actions:

- Ensure Demobilization Plan for the EOC is complete, approved by the EOC Manager and distributed to all EOC sections
- Coordinate so that all scribes within the Planning Section take notes during the informal debrief and collate for submission to the EOC Manager
- Assist the EOC Manager with the preparation of the After-Action Report (AAR), post Debrief
- Determine demobilization status of all Planning Units and advise the EOC Manager
- Complete all logs and forward any live documents to the Documentation Unit for compilation and completion
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section

- Follow the Generic Demobilization Phase Checklist (under Common Responsibilities Checklist)



RESOURCES UNIT LEAD

Persons Assigned: **Unassigned**

Responsibilities

1. Coordinate with the branches and units in the Operations and Logistics Sections to capture and centralize resource status information.

***Note:** This position tracks resources, it does not obtain or supply them.

2. Develop and maintain resource status boards, and / or other tracking and display systems.

Reports to:

- EOC Planning Section Chief (Sheila Jones)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC and obtain a briefing from the Planning Section Chief.
- Ensure there is adequate staff to fill the Resource Unit responsibilities.

Operational Actions:

- Ensure that any IMS live documents being used by the Planning Section are maintained through the Documentation Unit and Resource Unit.
- Task scribe to establish and maintain a position log and other necessary files.
- Coordinate closely with the Operations Sections Branches/Units and Logistics Section Units, particularly Supply, Personnel, and Transportation.
- Obtain from the EOC Manager, a list of known critical resources.
- Obtain copies of critical resource requests from the Logistics Section, post the request on a status board and track the progress of the request until filled.

- Status boards should track requests by providing at a minimum, the following information: date and time of the request, items requested, priority designation (precedence level), time the request was processed and estimated time of arrival or delivery to the requesting party.

- Work closely with Operations and Logistics and assist in notifying requesting parties of the status of their resource request. This is particularly critical in situations where there will be delays in filling the request.

- An additional status board may be developed to track resource use by the requesting party. Information categories might include the following: actual arrival time of the resource, location of use, and an estimate of how long the resource will be needed.

- Keep in mind that it is generally not necessary to track mutual aid resources unless they are ordered through the Logistics Section.

Demobilization Actions:

- Keep Demobilization Unit informed of committed resources

- Determine demobilization status of the Resource Unit and advise the Planning Section Chief

- Complete all logs and documentation and forward to Documentation Unit

- Ensure any open actions are assigned to appropriate Planning Staff or other EOC sections to follow up on

- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section

- Provide input towards the EOC After Action Report

- Follow the Generic Demobilization Phase Checklist



SITUATION UNIT LEAD

Persons Assigned: **Unassigned**

Responsibilities

1. Oversee the collection, organization, and analysis of disaster situation information, including damage assessments.
2. Ensure that information collected from all sources is validated.
3. Ensure that Situation Reports are developed for dissemination to EOC staff and captured on DLAN. Ensure that a Situation Board is established and reflects ongoing situation changes.
4. Ensure that an EOC Incident Action Plan is developed for each operational period based on objectives developed by each EOC Section.
5. Ensure that an ongoing link is established with the Operations Section for collecting accurate situation information in a timely manner.
6. Ensure that all maps, status boards and other displays contain current and accurate information.

Reports to:

- EOC Planning Section Chief (Sheila Jones)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC platform and obtain a briefing from the Planning Section Chief.
- Prepare Situation Unit objectives for the initial Action Planning meeting.

Operational Actions:

- Ensure position logs and other necessary files are maintained –capture all relevant timely information on status board.

- Assign a Situation Staff member to liaise with the Operations Section and collect situation status information on a regular basis.
- Ensure each EOC section & branch provides the Situation Unit with status updates on a regular basis.
- Oversee the collection and analysis of all incident or disaster related information.
- Oversee the preparation and distribution of the EOC Situation Report, liaising closely with the EOC Manager.
- Coordinate with the Documentation Unit for the reproduction of relevant plans and distribution as required.
- Collaborate with the Emergency Information Officer to coordinate access to current information.
- Prepare a status report for the EOC Action Planning meeting.
- Ensure each EOC section provides their objectives at least 30 minutes prior to each Incident Action Planning meeting.
- Convene the Action Planning meeting and assist Planning Section Chief in facilitating the meeting.
- In preparation for the Action Planning meeting, ensure that all EOC priorities and objectives are posted or distributed, and that the meeting room is set up with appropriate equipment and materials (easels, markers, Sit Reports, etc.).
- Following the meeting, send approved Incident Action Plan to the Documentation Unit for distribution prior to the next operational period.
- Ensure that adequate staff members are assigned to maintain all maps, status boards and other displays. Status Board information should include Event Name, Task # and columns

for: Sequential Numbering System for new incidents, Date and Time, Incident Details, Response taken (includes activities and resources), Open or Closed Status, and a column for Follow-up Required.

Demobilization Actions:

- Determine demobilization status of the Situation Unit and advise the Planning Section Chief.

- Complete all logs and forms and forward to Documentation Unit – Complete situation reports and send update through for EOC Manager to forward on to Region EM Group.

- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.

- Provide input toward the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.



DEMOBILIZATION UNIT LEAD

Persons Assigned: **Unassigned**

Responsibilities

1. Develop a Demobilization Plan for the EOC based on a review of all pertinent Planning Section documents, and Situation Reports, and status of EOC priorities and objectives.
2. Supervise personnel assigned to the Demobilization Unit.

Reports to:

- EOC Planning Section Chief (Sheila Jones)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC platform and obtain a current situation report from the Planning Section Chief.

Operational Actions:

- Monitor current EOC Action Plans, Situation Reports, and resource assignment lists.
- Consult with Section Chiefs, Branch Coordinators, Liaison Officer and EOC Manager for demobilization policies and procedures.
- Draft Demobilization Plan and circulate to the Planning Section Chief, EOC Manager and EOC Management Team for review.
- Finalize the Demobilization Plan for approval by the EOC Director.
- Demobilization Planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
- Advise all Section Chiefs to ensure that demobilized staff complete and forward to Documentation Unit all reports, time sheets, and exit surveys prior to leaving the EOC.

Demobilization Actions:

- Initiate the Demobilization Plan for the EOC as approved by the EOC Director.

- Complete all logs and documentation and forward to documentation unit.

- Ensure all equipment and materials are returned to their proper places.

- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.



DOCUMENTATION UNIT LEAD

Persons Assigned: Clare Cameron

Responsibilities

1. Collect, organize and file all completed event or disaster related forms, including: all EOC position logs, Situation Reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC Situation Reports, EOC Action Plan, and other documents, as requested.
4. Maintain a permanent archive of all Situation Reports and EOC Action Plans associated with the event or disaster.
5. Assist Recovery Unit with preparation and distribution of the EOC After Action Report.

Reports to:

- EOC Planning Section Chief (Sheila Jones)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC platform and obtain a situation briefing from the Planning Section Chief.

Operational Actions:

- Maintain a position log and other relevant documentation.
- Liaise with the Planning Section Chief and Legal to determine what EOC materials should be maintained as official records.
- Initiate and maintain a roster and organization chart of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit.

- Meet with the Recovery Unit Coordinator to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.

- Reproduce and distribute approved Situation Reports and EOC Action Plans. Ensure distribution includes the EOC Manager (to approve and share with the Region EM Group).

- Keep extra copies of reports and Plans available for special distribution as required.

- Set up and maintain document reproduction services for the EOC.

- Assist the Recovery Unit in preparing the EOC After Action Report.

Demobilization Actions:

- Determine demobilization status of the Documentation Unit and advise the EOC Planning Section Chief.

- Complete all logs and documentation / save and close off all active reports.

- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.

- Assist with distribution of the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.

TECHNICAL SPECIALISTS

Persons Assigned: Scott Gowan, Anthony Camprese, Jeff Black and Kerry Davren

Responsibilities

1. Provide technical observations and recommendations to the EOC in specialized areas, as required.
2. Ensure that qualified specialists are available in the areas required by the event or disaster.

Reports to:

- EOC Planning Section Chief (Sheila Jones)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC and obtain a situation briefing from the Planning Section Chief.

Operational Actions:

- Maintain a position log and other necessary files.
- Coordinate with the Logistics Section to ensure that technical staff are located and mobilized.
- Assign technical staff to assist other EOC Sections in coordinating specialized areas of response or recovery.
- Assign technical staff to assist the Logistics Section with interpreting specialized resource capability and requests.
- Maintain inventory of technical specialists.
- On request, prepare to provide centralized technical specialties such as meteorological, fire behaviour or engineering expertise for multiple incident sites.

Demobilization Actions:

- Determine demobilization status of the Technical Specialists Unit and advise the EOC Planning Section Chief.

- Complete all logs and documentation and forward to Documentation Unit.

- Ensure any open actions are assigned to appropriate Technical Staff or other EOC sections to follow up on.

- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.

- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.

Logistics Section

LOGISTICS SECTION CHIEF

Persons Assigned: Sue Connor and Heather McDonald

Responsibilities

1. Ensure the Logistics function is carried out in support of the EOC. This function includes providing telecommunication services and information technology, locating or acquiring equipment, supplies, personnel, facilities, and transportation as well as arranging for food, lodging, and other support services as required both for the EOC and site requirements.
2. Establish the appropriate level of branch and / or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
5. Keep the EOC Director informed of all significant issues relating to the Logistics Section.
6. Ensure critical resources are allocated according to EOC Action Plan policy, priorities and direction.
7. Coordinate with ESS Branch Coordinator on the provision of food and lodging for EOC and Site Personnel.

Reports to:

- EOC Director / Manager (Tim Commisso and Allan Magi)

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.

- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place.

- Based on the situation, activate branches / units within the section as needed and designate Branch and Unit Leaders for each element:
 - Communications Unit Lead
 - Information Technology Lead
 - Supply Unit Lead
 - Facilities Unit Lead
 - Ground Support Unit Lead

- Ensure sufficient section staffing for 24-hour operations.

- Establish communications with the Logistics Section at the PREOC if activated.

- Advise Units within the section to coordinate with appropriate Branches in the Operations Section to prioritize and validate resource requests from Incident Commanders and DOCs. This should be done prior to acting on a request.

- Liaise with the EOC Director and Management Team to identify immediate resource needs.

- Liaise with the Finance / Administration Section Chief and determine level of purchasing authority for the Logistics Section.

- Assist Unit Leaders in developing objectives for the Logistics section as well as plans to accomplish their objectives within the first operational period, or in accordance with the EOC Action Plan.

- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Actions:

- Ensure that Logistic Section position logs and other necessary files are maintained.

- Convene virtually on a regular basis with section staff and work to reach consensus on Logistics section objectives for forthcoming operational periods.

- Provide the Planning Section Chief with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.

- Attend and participate in EOC Action Planning meetings.

- Provide periodic Section Status Reports to the EOC Director and Situation Unit.

- Ensure that the Supply Unit coordinates closely with the Purchasing Unit in the Finance/Administration Section and that all required documents and procedures are completed and followed.

- Ensure Supply and Personnel Units coordinate relevant activities with appropriate Functional Branch Coordinators in the various EOC Sections.

- Ensure that transportation requirements, in support of response operations, are met.

- Ensure that all requests for facilities and facility support are addressed.

- Ensure that all resources are tracked and accounted for in cooperation with the Planning Section Resource Unit, as well as resources ordered through Mutual Aid.

- Provide Section Staff with information updates via section briefings, as required.

- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, branch objectives

Demobilization Actions:

- Identify high cost resources that could be demobilized early and advise other Section Chiefs.

- Ensure coordination with Operations before commencing demobilization.

- Determine demobilization status of the Logistics Section and advise the EOC Director.

- Complete all logs and documentation and forward to Documentation Unit.

- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.

- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administrative Section.

- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.

TELECOMMUNICATIONS SECTION LEAD

Persons Assigned: Christine Swenor and Randy Bennett/ Wendy Hough

Responsibilities

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the installation of communications resources within the EOC. Ensure that a communications link is established with Incident Commander(s), DOCs, other EOCs, MROCs and PREOC, if established.
3. Determine specific computer requirements for all EOC positions.
4. Implement available computer systems for internal information management and include message and e-mail systems, as available.
5. Ensure that the EOC virtual Communications Centre is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
6. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.

Reports to:

- EOC Logistics Section Chief

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC platform and obtain a situation briefing from Logistics Section Chief.
- Based on the situation, activate the necessary units within the Information Technology Branch:
 - Communications Unit

- Computer Systems Unit

- Prepare objectives for the Information Technology Branch; provide them to the Logistics Section Chief as directed.

Operational Actions:

- Ensure that Information Technology Branch position logs and other necessary files are maintained.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC Sections / Branches / Units regarding the use of all communication systems.
- Ensure that the EOC Communications Centre is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.
- Provide necessary telecommunications when Information Officer establishes a Media Information Centre.
- Provide necessary telecommunications when Information Officer establishes a tollfree Public Information Line or Call Centre.
- Ensure that adequate communications operators and call takers are mobilized to accommodate each discipline, on a 24-hour basis or as required.
- Ensure that a communications link, (if available), is established with the PREOC.
- Continually monitor the operational effectiveness of EOC communication systems. Provide additional equipment as required.
- Ensure that technical personnel are available for communication equipment maintenance and repair.

- Mobilize and coordinate amateur radio resources to augment primary communication systems as required.

- Keep the Logistics Section Chief informed of the status of communication systems.

- Prepare objectives for the Communications Unit; provide them to the Logistics Section Chief as directed.

- Refer all contacts with the media to the Emergency Information Officer.

Demobilization Actions:

- Determine demobilization status of the Information Technology Branch and advise the EOC Logistics Section Chief.

- Complete all logs and documentation and forward to Documentation Unit.

- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.

- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

- Follow the Common Responsibilities Demobilization Checklist.



SUPPLY UNIT LEAD

Persons Assigned: Steve Robinson

Responsibilities

1. Oversee the acquisition and allocation of supplies and materials not normally provided through mutual aid or normal agency channels.
2. Coordinate actions with the Finance / Administration Section.
3. Coordinate delivery of supplies and materials as required.
4. Allocate critical resources as required and directed.

Reports to:

- EOC Logistics Section Chief

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Report to EOC facility and obtain situation briefing from Logistics Section Chief.
- Ensure adequate staffing levels for Supply Unit.

Operational Actions:

- Establish and maintain a position log and other necessary files.
- Determine if requested types and quantities of supplies and materials are available in inventory or from the area.
- Determine spending limits with the Purchasing Unit in Finance / Administration. Obtain a list of pre-designated emergency purchase orders as required.

- Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materials, and verify that the request has not been previously filled through another source.

- Generate an expenditure authorization form for EOC Director signature.

- In conjunction with the Resource Unit, maintain a status board or other reference depicting supply actions in progress and their current status.

- Determine if the item can be provided without cost from another jurisdiction or through the PREOC.

- Determine unit costs of supplies and materials from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.

- Orders exceeding the purchase order limit must be approved by the Finance / Administration Section before the order can be completed.

- If vendor contracts are required for specific resources or services, refer the request to the Finance/Administration Section for development of necessary agreements.

- Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation Unit.

- Coordinate donated goods and services from community groups and private organizations. Consult with ESS Branch Coordinator on procedures for collecting, inventorying, and distributing usable donations.

- Keep the Logistics Section Chief informed of significant issues affecting the Supply Unit.

Demobilization Actions:

- Determine demobilization status of the Supply Unit and advise the EOC Logistics Section Chief.

- Complete all logs and documentation and forward to the Documentation Unit.

- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow-up on.

- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.



FACILITIES UNIT LEAD

Persons Assigned: Victor Ljuljdjuraj and Rob Axiak

Responsibilities

1. Ensure that if required, the primary recovery center is provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure security measures are taken to secure all facilities from access by unauthorized people.
3. Ensure that all PHS policies and procedures are followed and PH guidelines applied to protect all patrons.
4. Liaise with Emergency Social Services to operate under the Regional Emergency Social Services Plan
5. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.

Reports to:

- EOC Logistics Section Chief

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to virtual EOC platform as needed and/or deploy limited personnel to primary recovery center and obtain situation briefing from Logistics Section Chief.
- Ensure adequate staffing levels to meet needs of Support Branch.

Operational Actions:

- Establish and maintain a position log and other necessary files.

- Activate Facilities Unit, Security Unit, Clerical Unit if required.

- Work closely with the Deputy EOC Director, IT Branch Coordinator, and other sections in determining facilities and furnishings required for effective operation of the EOC.

- Coordinate with Branches and Units in the Operations Section to determine if assistance with facility acquisition and support is needed at the site level.

- Arrange for continuous maintenance of acquired facilities, ensuring that utilities and restrooms are operating properly.

- Keep inventory lists.

- Develop and maintain a status board or other reference which depicts the location of each facility in use (if more than Haber), a general description of furnishings, supplies and equipment at the site, hours of operation, and the name and phone number of the Facility Manager.

- Ensure all structures are safe for occupancy and that they comply with appropriate regulations & bylaws.

- Coordinate all activities with ESS Branch Coordinator and Supply Unit Coordinator.

- Arrange for and supervise security staff for Primary Recovery facility.

- Arrange for and supervise clerical staff for the EOC.

- Keep the Logistics Section Chief informed of significant issues affecting the Support Branch.

Demobilization Actions:

- As facilities are vacated, coordinate with the facility manager and IT Branch Coordinator to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.

- Determine demobilization status of the EOC Support Branch and advise the EOC Logistics Section Chief.

- Complete all logs and documentation and forward to Documentation Unit.

- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.

- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.



GROUND SUPPORT UNIT LEAD

Persons Assigned: Vito Tolone and Jessica Wesolowski

Responsibilities

1. In coordination with the Engineering Branch Coordinator, and Planning's Situation Unit, develop a Transportation Plan to support the EOC Action Plan.
2. Arrange for the acquisition or use of required transportation resources.
3. Coordinate air transportation needs with Air Operations Branch.
4. Supervise the Transportation Unit.

Reports to:

- EOC Logistics Section Chief

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to virtual EOC platform and obtain a situation briefing from the Planning Section Chief.

Operational Actions:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Situation Unit to determine the status of transportation routes in and around the area.
- Routinely coordinate with the Engineering Branch Coordinator to determine progress of route recovery operations.
- Develop a Transportation Plan which identifies routes of ingress and egress; thus, facilitating the movement of response personnel, the affected population, and movement of resources and materials.

- Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- Coordinate transportation activities and needs with Supply and Personnel Units, Branches, Information and Liaison Officers.
- Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.

Demobilization Actions:

- Coordinate return of all transportation resources no longer required.
- Determine demobilization status of the Transportation Unit and advise the EOC Logistics Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Common Responsibilities Demobilization Checklist.



Finance/Administration Section

FINANCE/ADMINISTRATION SECTION CHIEF

Persons Assigned: Joan Ford and Sandy O'Reilly

Responsibilities

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded and collected for all personnel.
3. Ensure there is a continuum of the payroll process for all employees responding to the event or disaster.
4. In consultation with EOC Director determine spending limits, if any, for Logistics, Operations, and Management Staff.
5. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
6. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
7. Activate units within the Finance / Administration Section as required; monitor section activities continuously and modify the organization as needed.
8. Ensure that all recovery documentation and Disaster Financial Assistance paperwork is accurately maintained and submitted to PEP.

Reports to:

- EOC Manager

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.

- Ensure that the Finance / Administration Section is set up properly in consultation with the EOC Manager and that appropriate personnel and equipment are in place.

- Based on the situation, activate Units within Section, as needed, and designate Unit Coordinators for each element:
 - Time Unit Lead
 - Procurement Unit Lead
 - Compensation Claims and Cost-Unit Lead

- Ensure that enough staff are available for a 24-hour schedule, or as required.
- Consult with EOC Director for spending limits.

- Liaise virtually with the Logistics and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.

- Liaise virtually with all Unit Coordinators and ensure that responsibilities and procedures are clearly understood.

- In conjunction with Unit Coordinators, determine the initial Finance / Administration Action Planning objectives for the first operational period.

- Notify the EOC Director when the Finance / Administration Section is operational.

- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Actions:

- Ensure that Finance / Administration position logs and other necessary files are maintained.
Note: Jurisdiction should use the same financial, cost accounting and time sheet forms used in non-emergency times.

- Ensure that displays associated with the Finance / Administrative Section are current, and that information is posted in a legible and concise manner.

- Participate in all Action Planning meetings.

- Provide cost estimates to Action Planning Process.

- Brief all Unit Coordinators and ensure they are aware of the EOC priorities particularly those affecting the Finance / Administration Section, as defined in the Action Plan.



- Keep the EOC Director, Management Team, and Elected Officials aware of the current fiscal situation and other related matters, on an ongoing basis.
- Ensure that the Cost Unit maintains all financial records throughout the event or disaster.
- Ensure that the Time Unit tracks and records all agency staff time.
- In coordination with the Logistics and Operations Sections, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Ensure that the Compensation and Claims Unit Processes all workers' compensation claims, resulting from the disaster, in a reasonable timeframe, given the nature of the situation.
- Ensure that the Time Unit processes all time sheets and travel expense claims promptly.
- Ensure that all cost documentation and Disaster Financial Assistance is accurately maintained by the Cost Unit during the response and submitted on the appropriate forms to PEP.

Demobilization Actions:

- Determine demobilization status of the Finance / Administration Section and advise the EOC Director.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Finance / Administration staff or other EOC sections to follow up on.
- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.



TIME UNIT LEAD

Persons Assigned: Gar Darroch and Colleen Selkirk

Responsibilities

1. Track, record, and report all on-duty time for personnel, including hired and contracted, working during the event or disaster.
2. Ensure that hired and contracted personnel time records, travel expense claims and other related forms are prepared and submitted to budget and payroll office.

Reports to:

- Finance/Administration Section Chief

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to virtual EOC platform and obtain situation briefing from Finance / Administration Section Chief.

Operational Actions:

- Establish and maintain position logs and other necessary files.
- Initiate, gather, or update time reports (use jurisdictions regular payroll time sheets) from all personnel, including volunteers assigned to each shift; ensure that time records are accurate and prepared according to policy.
- Obtain completed personnel Check-in Lists from the Personnel Unit. Must include all EOC Personnel as well as personnel assigned to the Site level.
- Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- Establish a file for each employee or volunteer within the first operational period to maintain a fiscal record for as long as the employee is assigned to the response.

- Keep the Finance / Administration Section Chief informed of significant issues affecting the Time Unit.

Demobilization Actions:

- Determine demobilization status of the Time Unit and advise the EOC Finance/Administration Section Chief.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Finance / Administration Section staff or other EOC sections to follow-up on.
- Provide input towards the EOC After Action Report.
- Follow the Common Responsibilities Demobilization Checklist.



PROCUREMENT UNIT LEAD

Persons Assigned: Gar Darroch and Colleen Selkirk

Responsibilities

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with Supply Unit and Operations Section on all matters involving the purchase, hire, contract, rental and leases.

Reports to:

- Finance/Administration Section Chief
- EOC Manager

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to virtual EOC platform and obtain situation briefing from Finance / Administration Section Chief.

Operational Actions:

- Establish and maintain position logs and other necessary files.
- Review emergency procurement procedures.
- Provide enough copies of Expenditure Authorization Form.
- Prepare and sign contracts as needed; obtain concurrence from the Finance / Administration Section Chief.
- Ensure that all EOC personnel know financial processes.
- Ensure that all contracts identify the scope of work and specific site locations.

- Negotiate rental and lease rates not already established, or purchase price with vendors as required.
- Identify and report vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- Finalize all agreements and contracts, as required.
- Verify costs data in the pre-established vendor contracts and / or agreements.
- In coordination with the Logistics and Operations Sections, ensure that the Procurement Unit processes Expenditure Authorization Forms and Purchase Orders and develops contracts in a timely manner.
- Keep the Finance / Administration Section Chief informed of all significant issues involving the Procurement Unit.

Demobilization Actions:

- Determine demobilization status of the Procurement Unit and advise the EOC Finance / Administration Section Chief.
- Ensure all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Provide input towards the EOC After Action Report.
- Follow the Common Responsibilities Demobilization Checklist.



COMPENSATION CLAIMS AND COST UNIT LEAD

Persons Assigned: Marina McLaughlan

Responsibilities

1. Oversee the investigation of injuries and property / equipment damage claims arising out of the emergency.
2. Complete all forms required by Worker's Compensation Act.
3. Maintain a file of injuries and illnesses associated with the event or disaster including results of investigations.
4. Liaise and consult with the Risk Management Officer on all injury claims.

Reports to:

- Finance/Administration Section Chief
- EOC Manager

Activation Actions:

- Follow the Common Responsibilities Activation Checklist.
- Log in to the virtual EOC platform and obtain a situation briefing from Finance / Administration Section Chief.

Operational Actions:

- Establish and maintain a position log and other necessary files.
- Maintain a chronological log of injuries and illnesses, and property damage reported during the event or disaster.
- Ensure all injury and damage claims are investigated as soon as possible.

- Prepare appropriate forms for all verifiable injury claims and forward them to WorkSafeBC within the required timeframe consistent with the jurisdictions and / or PEP policies and procedures.

- Coordinate with the Risk Management Officer regarding loss control and the mitigation of hazards.

- Forward copies of equipment or property damage claims to the Recovery Unit, Cost Accounting Unit and Risk Management Officer.

- Keep the Finance/Administration Section Chief informed of significant issues affecting the Compensation and Claims Unit.

Demobilization Actions:

- Determine demobilization status of the Compensation and Claims Unit and advise the EOC Finance / Administration Section Chief.

- Ensure that all expenditures and financial claims have been processed and documented.

- Complete all logs and documentation and forward to Documentation Unit.

- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up on.

- Provide input towards the EOC After Action Report.

- Follow the Common Responsibilities Demobilization Checklist.

Suggested Community Actions

The following suggested actions can be used for pre-event development of actions to be taken should a secondary crisis/emergency/disaster strike the community. They encompass a wide range of actions both pre and post events.

Disaster Facility and Vehicle Immediate Action Kits

This disaster immediate-action kit lists the first actions that should be taken in the event of a disaster. These actions should be taken with or without direction from the supervisor or leaders of that department. The actions and why the information that is collected is vital should be taught to all individuals who might be on duty when a disaster occurs. By preparing individuals all the way down to street-level personnel for expected actions to be taken, you ensure that the first information to flow into an EOC will be the essential elements of information needed to begin to estimate the impact of the disaster on the community.

To make the proper decisions, the emergency management team must have an assessment of the community from its own trained personnel. This list of actions is by no means complete, and users should feel free to add or subtract elements to reflect the City of Burlington needs.

Facility Immediate Actions

A facility administrator should be designated as soon as there are enough supervisors at the facility. It will be the administrator's responsibility to keep track of the facility personnel and actions taken during the response to the disaster while following appropriate Occupational Health and Safety Policies and Public Health Guidelines. It is this individual's responsibility to be in charge of that facility: to document personnel, equipment, supplies, and operations during the disaster, to order more supplies, and to ensure that the units in the field have the necessary logistical support. At a minimum they should record the following information:

- ✓ Facility damage
- ✓ Vehicle or equipment damage
- ✓ Personnel injuries
- ✓ Measures taken to secure the facility
- ✓ Unusual actions taken by personnel to make repairs or solve other problems at the facility
- ✓ Crew rosters and hours worked including all call-ups and off-duty personnel reporting for duty

Facility reports include the following:

- ✓ Facility damage and condition
 - Doors
 - Roof
 - Windows
 - Electricity – working or running from backup generator
 - Water
 - Sewer
 - Gas
 - Other
- ✓ Communications equipment
 - Radios



- Telephones
- Internet
- ✓ Vehicles / Equipment
 - Damage
 - Capabilities affected

Activity reports include:

- ✓ Roster of on-duty personnel and other personnel who report in for duty
- ✓ Problems or alarms personnel responded to with addresses, times, and disposition
- ✓ Overtime status board for all personnel (very important because only overtime is reimbursable)
- ✓ Radio or telephone watch sheet
- ✓ Facility report to department for overall green-light rating
 - Collate all snapshot assessments of the units in the station and report to the next higher authority within the chain of command
 - Overall station green-light rating for facility
 - Special personnel qualification list (any special skills individuals might have that could prove useful during the emergency)
 - Unmet needs at the facility and with the personnel

Vehicle or Unit Immediate Actions

Each unit or vehicle should immediately tour its area of responsibility after the disaster to assess damage to the area and any target facility deemed critical. These assignments should be established before the disaster and be kept on the vehicle in the form of a paper copy. Each critical target facility should each have a page assigned to it with the information needed so there is no confusion. The crews on these vehicles should be trained as to how the survey should be filled out, and the survey should always be on the vehicle. Should an unexpected disaster occur, crews have a set of immediate actions to take and can begin gathering critical information without orders. The following is an example of such a report that may be utilized:

Area of Responsibility Critical Facility Snapshot Damage Assessment Survey

- ✓ Unit or Vehicle
- ✓ Date / Time
- ✓ Facility Name
- ✓ Name of person contacted
- ✓ % operations affected
- ✓ Degree of damage (heavy, moderate, light)
- ✓ Power (Y/N)
- ✓ Water (Y/N)
- ✓ Access (blocked / open)
- ✓ Operational
- ✓ Immediate actions taken by personnel at the facility
- ✓ Immediate threats to the facility

Highway and Street Assessment

- ✓ Street / Highway name
- ✓ Direction of travel



- ✓ Traffic signals
- ✓ Street signs still intact or not
- ✓ Equipment needed to open roadway
- ✓ Exact location: nearest intersection, mile marker, or block number

Hospital Status Report

	# Staffed Beds	Normal % of Occupancy	*Immediately Available Beds	** Available Bed + 1 Hour	*** Available Beds + 4 hours
Medical					
Surgical					
Orthopedic					
Pediatrics					
Adult Intensive Care Unit					
Pediatric Intensive Care Unit					
Isolation Beds					
Operating Suites					
Burn Beds					
Emergency Department Beds					
Auxiliary Emergency Department Beds					
Auxiliary inpatient beds					

***Immediately available = auto calculation from difference between number of staffed beds versus number of beds of normal occupancy**

****1 hour available = beds available due to early release, cancellation of elective procedures, emergency staff call backs (cleared beds)**

*****4 hour available = same as 1 hour available (these figures do not include backfilling of beds with MCI victims)**

Auxiliary emergency department beds = beds or chairs in areas opened during MCI's (i.e. physical therapy, conference rooms).



Auxiliary inpatient beds = beds in areas opened during overflow conditions due to emergency conditions

	# Immediately Available	# Available + 1 hour	# Available + 4 hour
Respiratory Therapists			
Pharmacists			
Surgeons			
Pediatricians			

+1 hour may be all available personnel

+4 hour may be reduced to scheduled staff for following shifts

Decontaminate

YES/NO hospital based decontaminate capacity

	Immediate	+1 hour	+2 hour
Estimated # of ambulatory patients per hour			
Estimated # of non-ambulatory patients per hour			

YES/NO respiratory protection for decontaminate personnel

Emergency System Support

	Full Operations	Limited Operations	None
Emergency Power			
HVAC on Emergency Power			
Chillers on Emergency Power			

Facility Shelter in Place Capability

YES/NO

Time to implement	<15 minutes	15-30 minutes	+30 minutes